



Connecticut
INDUSTRY
NOVEMBER 1953

**TEN TONS
OF SCRAP METAL
REMOVED
IN LESS THAN
TEN MINUTES**



A.P. CONTROL

Another innovation by H. Kasden & Sons, Inc.
developed to meet today's urgent need for scrap.

A demonstration of our A.P. Control equipment
will give you convincing proof of what our
facilities will mean in savings to you.

Write for **FREE FOLDER** that tells
the whole story!

You gain with A.P. Control because:

- It's Faster!**
- Offers Greater Economy!**
- Saves Manhours!**
- Avoids unsightly scrap mounds!**
- Stops Waste!**
- Eliminates unnecessary
scrap handling!**

**INSTALLED
AT NO COST
TO YOU!**

SCRAP IRON
STEEL
METALS

H. KASDEN & SONS, INC.

2-44 LLOYD ST., NEW HAVEN, CONN.

ONE OF NEW ENGLAND'S LARGEST, MOST MODERN SCRAP PROCESSING PLANTS

Connecticut INDUSTRY

MANUFACTURERS' ASSOCIATION OF CONNECTICUT, INC.
VOL. 31 - NO. 11 - NOVEMBER 1953

L. M. BINGHAM, Editor

IN THIS ISSUE

	Page		Page
Editorial	5	Industrial Relations—Law	51
Republic Foil—A Dynamic Connecticut Industry	6	Accounting Hints	55
Dedication Day at Kaman Aircraft Corporation	8	Business Pattern	56
A New Industry is Born	9	Business Tips	59
Annual Meeting in Review	10	Spotlight on the Future	62
President's Report	18	Ad-Ventures	63
In the Show Window of New England	26	Connecticut Advertising Services	64
News Forum	29	It's Made In Connecticut	65
		Advertising Index	76

OFFICERS

E. B. SHAW President
ALBERT S. REDWAY Vice President
HARRISON FULLER Vice President
N. W. FORD Executive Vice President
JOHN COOLIDGE Treasurer
L. M. BINGHAM Secretary

ADMINISTRATIVE STAFF

N. W. FORD Executive Vice President
L. M. BINGHAM .. Sec. and Dir. of Development
FREDRICK H. WATERHOUSE Counsel
CHARLES H. SCHREYER Attorney
N. MAARSCHALK ... Traffic and Export Manager
ARTHUR L. WOODS Executive Assistant

DEPARTMENTAL STAFF

RUTH C. JOHNSON MILDRED H. FORSELL
KATHERINE M. EDGERTON FRANCES W. WILKINSON
MARGARET M. MOORE MARILYN N. PEASE
FLORENCE E. KRUK DORIS M. DWYER
VINCENT D. CASTAGNO MARION E. ROBINSON

DIRECTORS

ROBERT L. NOBLE Windsted
ROBERT J. STARR East Hampton
MORGAN PARKER Danbury
R. LELAND KEENEY Somersville
WALTER E. TURNER Norwich
GEORGE H. REAMA Willimantic
A. F. MURRAY Old Greenwich

HENRY H. LYMAN Middlefield
W. L. SORENSON Stafford Springs
DONALD C. COTTRELL Pawcatuck
W. L. HUBBARD Stamford
P. B. WATSON Wallingford
CARLYLE F. BARNES Bristol
LLOYD B. SEAVER Putnam

SIXTEN WOLLMAN Hartford
CHARLES A. WILLIAMS New Haven
FREDERICK LUX Waterbury
S. M. COOPER New Britain
E. M. JACK Torrington
N. M. MARSHILIUS Bridgeport
A. V. BODINE Bridgeport

Published monthly by the Manufacturers' Association of Connecticut, Inc., with executive offices at 928 Farmington Avenue, West Hartford, Connecticut. Entered as second-class matter January 29, 1929, at the post office at Hartford, Connecticut, under the Act of March 3, 1879. As the official magazine of the Manufacturers' Association of Connecticut, Inc., it carries authoritative articles and notices concerning the Association activities. In all other respects the Association is not responsible for the contents and for the opinion of its writers. Subscription rates: one year \$2.50; 25¢ a copy. Subscribers should notify publisher promptly of changes in address. Advertising rates on application.

Are You Looking For a Sub-Contract?

If you are, an advertising message published regularly each month in CONNECTICUT INDUSTRY, telling of your facilities and skills, should help your personal and direct mail efforts to secure some sub-contracts from the prime contractors in this state—the majority of whom are readers of this magazine.

Closing date for copy is the first of each month preceding the month of issue. Write today for our low-cost advertising rates.

CONNECTICUT INDUSTRY

928 Farmington Ave., West Hartford, Conn.

**DOWD
WYLLIE &
OLSON INC.**

PHOTO ENGRAVING
ADVERTISING ART

Since 1913

106 ANN ST. • HARTFORD, CONN.

Are Your Dealers Listed Under Your "TRADEMARK" in the YELLOW PAGES?



A.O. Smith



Here are some of the famous TRADEMARKS heading up listings of local dealers in the YELLOW PAGES of telephone directories.

When your customer is in the market for your goods, be sure he knows where to find your dealers through having your TRADEMARK represented in the YELLOW PAGES.

For full information about TRADEMARK representation in any telephone directory in any area of the state or nation — wherever your dealers are located — just ask your local telephone business office to have a Trademark Representative get in touch with you.

9 OUT OF 10 PEOPLE USE



AS A BUYING GUIDE

THE SOUTHERN NEW ENGLAND TELEPHONE COMPANY
OWNED AND OPERATED BY AND FOR CONNECTICUT PEOPLE

Down to your last \$

The slowest persons in the world a couple of months from now will seem to be your accountants. Day after day, sometimes night after night, they'll go over your books to see that everything is just right down to the last dollar. And you'll chafe because it seems as if they'll never get done.

But the day will come. You'll give the final figures to your President, he'll put the important ones in his message, and off you'll rush with the balance sheet and the operating statement and the President's message to your printer.

That part of your annual report has to be rush. That part of everybody's annual report has to be rush. And sometimes a lot of them rush at the same time.

You can do something NOW to prepare the path for your annual report so that only the President and the accountants will be late. The artwork for your cover can be done, the pictures for the text taken, the engravings made, the paper bought, miscellaneous material written and set in type. That's the way to sure delivery and certain quality.

CONNECTICUT PRINTERS INCORPORATED

For Lithography it's Kellogg & Bulkeley Tel. 5-3157

For Letterpress it's Case, Lockwood & Brainard Tel. 2-2101

a salesman from either will serve you for both



MILLIONS OF MILES!

Planetary distances would be involved in figuring "miles covered" in T.A.D. Jones deliveries. Serving all of Connecticut and western Massachusetts in Bunker "C" fuel oil, bituminous and anthracite coal — operating from one of the largest bulk storage plants in New England — our trucks have certainly traveled quite a piece since 1925!

Astronomical though our delivery-mileage may be, however, we pride ourselves rather on the *manner* in which it has been achieved: with full satisfaction to our customers as to the promptness and accuracy of our fuel-supply, yet with safety to public and private personnel and property.



T. A. D. Jones & Company, Inc.

BRIDGEPORT •
670 Wordin Ave.
Phone 3-3123

Established 1925 • NEW HAVEN
205 Church St.
UNiversity 5-6103

Who's Handicapped?

By **WALTER E. DITMARS, President,**

The Gray Manufacturing Company, Hartford, Connecticut

FOR MANY years there has been an all-too-popular misconception that industry, in its preoccupation with serving the public and maintaining America's production facilities, ignores the human factor. The political charge that the "individual" is thrown aside when he cannot contribute his maximum energy to the accumulation of profits for the benefit of the managers and owners of our industries is a favorite theme of Socialists and left wingers. The facts, however, reveal an entirely contrasting management attitude.

In the last century primary emphasis, indeed, was frequently placed on maintenance of plant and equipment over maintenance and upkeep of human beings. But in the last few decades, particularly, manufacturing leaders have devoted an increasing amount of their time and effort to relationships with employees and programs designed for their benefit.

There are, of course, many reasons for this evolution in the average executive's attitude toward "employee maintenance." Industrialists have learned that good employee relations pay dividends, and that good employee relations stem from employee's understanding that employers are concerned with their well-being. This is not just an altruistic approach; it is based on realistic appraisals of modern industrial conditions.

Finding the right employee for the job—placing the round peg in the round hole—is a major problem of business today. Personnel administrators are trained to test potential employees, to discover the misfits, and to switch maladjusted employees from one department to another on the basis of scientific evaluation of their aptitudes. Time and motion study experts are continually testing performance of employees and factory layouts to utilize the energies of employees to the maximum degree possible.

Developing the fitness of employees for their jobs is one of our cardinal concerns at The Gray Manufacturing Company. We have found, as have other Connecticut industries, that the diversity of jobs in our business and the specialization of function resulting from mass production, have given us an opportunity to benefit from employing those who are called, mistakenly, I think, the "physically handicapped."

I say the term is a misnomer because our experience has shown that persons afflicted with some physical disability, are oftentimes our best producers. This is true, of course, only after the particular disability of the individual concerned has been evaluated and the requirements of the job considered—we have found that the "physically handicapped" are not handicapped.

Mr. Ditmars, author of this month's editorial, is a graduate of the U. S. Naval Academy, class of 1919. Prior to coming to Hartford from New York in 1938 to become president and director of Gray Manufacturing Co., he served as sales director of Southern Dairies and president of Solid Carbonic Company. Besides his present post he serves as president of Gray Research and Development Corporation, director of Colt's Manufacturing Company, and vice president of the American Federation of Physically Handicapped.

It sometimes seems to me that the principal handicap to the employment of men and women afflicted with a disability, is a management disability—the lack of ability to use our imaginations and our common sense in realizing the potentialities of the physically handicapped.

For instance, our personnel manager had an application for employment from a young lady who was a total mute. She had been a mute since birth. Outside of our natural desire to help her support herself and her family, we wondered how she would make out if we gave her a job. Would she, as a result of her affliction, have an inferiority complex which would make it difficult for her to get along with other people in the plant? Would she have difficulty in explaining her problems to us? Would she be able to stick at the job?

We know the answers now, four years later. She went to work in assembly of components of our Audograph dictating machine equipment. She quickly became so efficient that she became one of the few women who could fill in during an emergency on any job on the line.

And do you know what she is doing now? She is an instructor! She is training new employees in the wiring and assembly of the complex electronic components in Audograph equipment.

We have many physically-handicapped people and they are among our best and most loyal employees. We have had a number of blinded veterans, and they have been among our best workers. We have people who are suffering from the after-effects of polio, and others with heart conditions which require that they ride elevators rather than climb stairs.

But, whether it is the awareness of their disabilities which drives them to try their best; or their instinctive desire to repay us for the help we have given them; or possibly their inability to partake of some of the activities which distract the attention of non-handicapped employees—they are all valued employees. We are proud of them, and I think they are proud to be with us.

The practical benefits of aiding the physically handicapped are many. By employing them, we, incidentally, take some of them off the relief rolls, reducing the general tax burden. We turn them into producers rather than reluctant recipients of public assistance.

But the most valuable result of this program has been the reaffirmation of the fundamental moral and ethical values of our American way. It gives the lie to those who condemn our economy and culture as completely materialistic, and concerned solely with profits. It shows in its true light the power and vitality of our way of life.

Employ the physically handicapped. It is good business and a good investment in the future of our nation.



THE REPUBLIC FOIL AND METAL MILLS, DANBURY.

REPUBLIC FOIL --

A Dynamic Connecticut Industry

IT TOOK a lot of brass to produce aluminum foil." This observation by John W. Douglas, founder and President of Republic Foil and Metal Mills Incorporated, has a double edged meaning because all the officers of this growing, young company gained their experience in the copper industry and it certainly took courage to pioneer a new manufacturing enterprise in an almost untouched field.

At the end of World War II, little was known of aluminum foil by the general public. Lead and tin foil had been used for packaging cigarettes and other products for many years as those who recall the foil collection drives of the First World War will remember. On the other hand, aluminum foil did not begin to appear on the market in substantial quantities until the nineteen twenties. During the following decade, the demand for this product gradually increased, and by 1940, the industry was on the threshold of a major expansion. However, the aluminum shortage which persisted during World War II brought the promotion of aluminum foil to an almost complete halt.

machinery, equipment and operating costs, financial requirements and profit potentials, Republic was incorporated in October, 1945, with Mr. Douglas as President and Elmer R. Stephens as Secretary and Treasurer. There were no employees, payroll or plant site and the future looked doubtful indeed.

In January, 1946, James D. Post, an electrical engineer, accepted employment and shortly thereafter he was joined by Hugh Maxwell as sales representative. Both these young men were formerly employed in the brass industry and both today are vice-presidents.

In March of that year, Danbury was chosen as the main office and plant location, due largely to its close proximity to markets. Almost immediately contracts for construction were let and equipment was ordered. This included rolling mills from the Farrel-Birmingham Company, Incorporated, Ansonia, Connecticut, doublers, separators, slitters, annealing furnaces and supplementary equipment.

Development of Skills

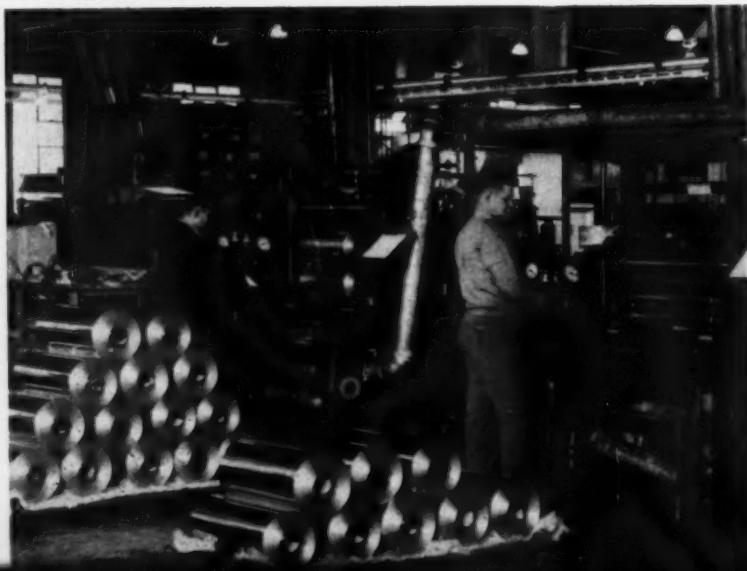
It was during 1946 that the company laid the foundation of its personnel policy. Instead of importing key production men and mill operators from other foil mills, the company undertook to carefully pick intelligent young men from the Danbury area and to train them from the ground up.

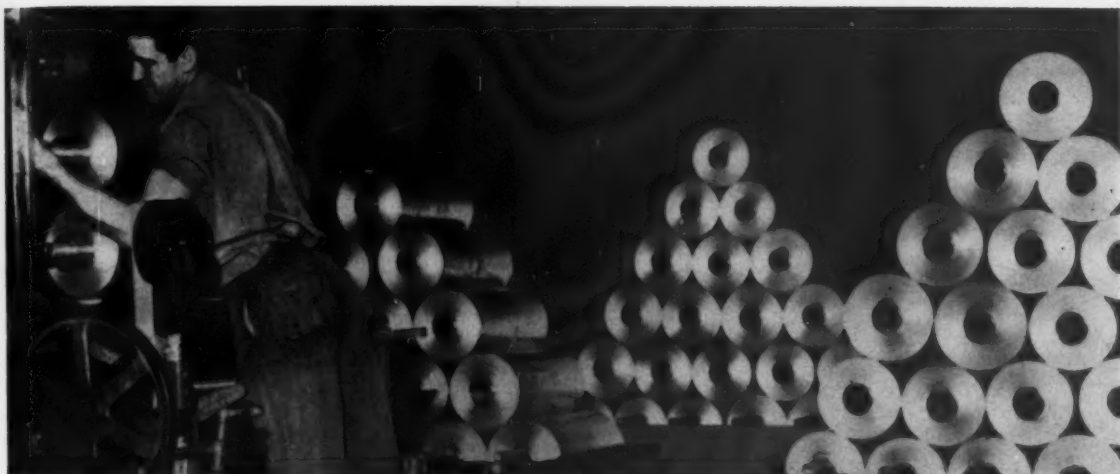
Because the skills required in rolling and processing aluminum foil are highly specialized, this procedure proved to be a very costly one in the beginning, but in the long run the company's confidence in the loyalty, ability and ambition of the American

Starting Headaches

In January, 1945, Mr. Douglas, having recently resigned as Assistant Director of the Copper Division, War Production Board, after four years in Washington, became intrigued with the possibilities of this product. Following an intensive survey of prospective foil markets, raw material sources,

SEPARATING AND SPOOLING: Here the foil is separated and spooled following the last rolling operation.





READY FOR ANNEALING: This photograph illustrates the quality of spooling and the consistent uniformity of the rolls.

individual has paid big dividends.

Of the first fifteen men hired, all on an hourly basis, fourteen remain with the company today and include the production superintendent, the maintenance superintendent, eight foremen, three key maintenance men and an office employee. In fact, of a total of thirty-four people on the payroll on September 1st, 1948, thirty remain with the company and now have earned five year pins.

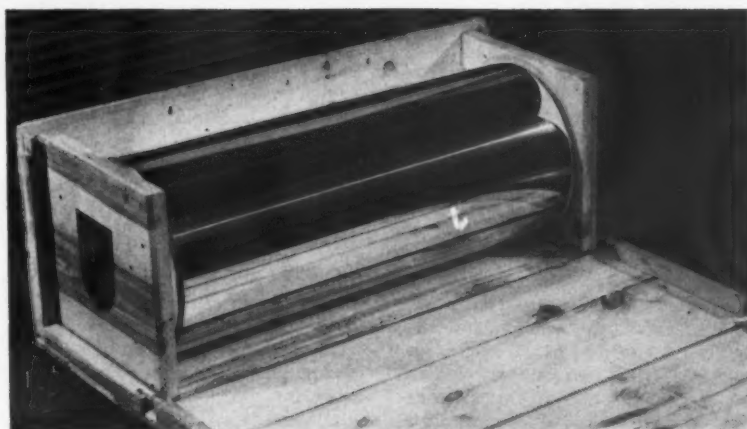
Since that time the number of employees has gradually increased until today one hundred and twenty people (all but six from the Danbury area) enjoy liberal benefits, including health, accident and life insurance and a profit sharing retirement plan. In addition, the annual statement is addressed to the employees, as well as to the stockholders, and an effort is made to keep members of the company and their families currently informed on business conditions and economic trends.

Production Launched

Production of foil was started during the first half of 1947, and the first shipment was made in July. There followed two years of almost uninterrupted trouble resulting first from the period of training and machinery adjustment and then from the critical aluminum shortage of 1948 and early 1949.

Suffice it to say that the company emerged from its baptism of fire with considerable battle experience.

Since January, 1950, production has been on a twenty-four hour, six day



READY FOR THE CUSTOMER.

basis. During this period, the area of the plant has been almost doubled and production has been increased by a substantial amount. Although Republic still produces only a small percentage of the total output of aluminum foil, it has gained an outstanding reputation for quality and service which has served to keep its order books filled during periods when industry operations were at a low ebb.

Tax Handicap

The Excess Profits Tax has had an unusually crippling effect upon the welfare of the company. Sixty-seven cents of every dollar ever earned has been siphoned off in the form of taxes thereby limiting the expansion of a progressive small company which has every right to become an ever increas-

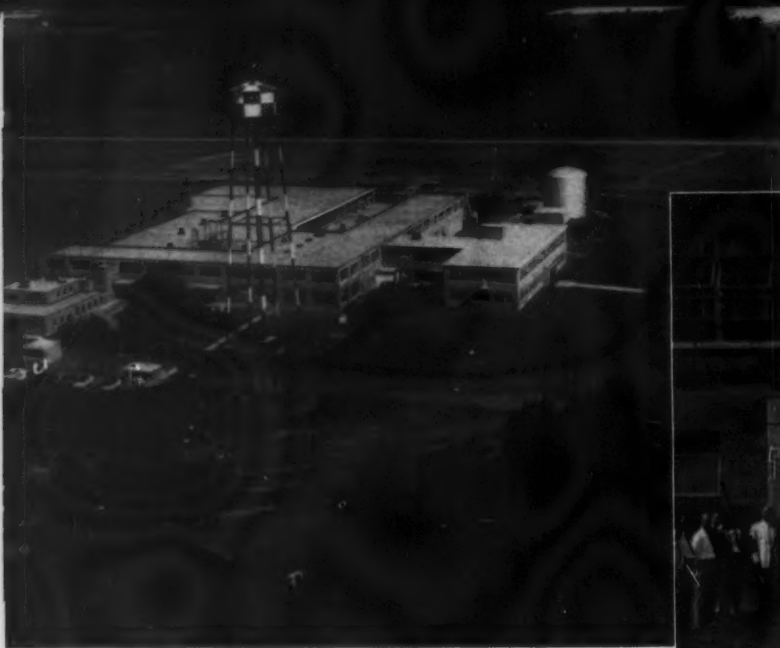
ing factor in the aluminum industry and should be able to count upon the support of the Federal government.

Mr. Douglas has left no stone unturned in his zeal to have this discriminatory tax repealed. In 1951, he testified before the Senate Finance Committee and in 1952 before the Senate Sub-Committee on Small Business on this subject. This year he testified before the House Sub-Committee on Small Business and before the House Ways and Means Committee. To date, justice has bowed to political expediency but there is reason to hope that the Excess Profits Tax will come to an unmoored end this December 31st.

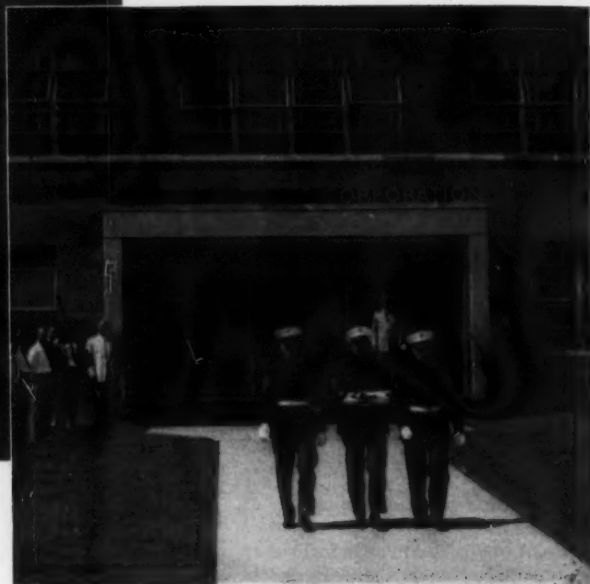
Foil Described

Aluminum foil is high purity aluminum in which widths varying from

(Continued on page 52)



THE NEW KAMAN Aircraft Corporation plant in Bloomfield.



THE COLORS are carried from the administration building to the flag pole by the U. S. Marine Corps color guard.

Dedication Day at Kaman Aircraft Corporation

WHILE two hundred military and civilian guests looked on, a U. S. Marine Corps color guard resplendent in dress blues and carrying the folded Stars and Stripes, marched smartly from the administration building to the flag pole located near the guard house at gate 1B. A hush punctuated only by the whir and clicking of movie and still cameras, fell over the crowd as the flag was attached to the halyard. Suddenly the National Anthem came over the specially installed public address system and Old Glory rose majestically to the top of the pole while all present stood rigidly at attention and the military personnel saluted in unison.

When the last notes of The Star Spangled Banner had died away, Rear Admiral A. Soucek, USN, Chief of the Bureau of Aeronautics, accompanied by president Charles H. Kaman strode to the front door of the administration building where a Navy blue and gold ribbon barred the entrance. Mr. Kaman handed Admiral Soucek a pair of spe-

cially engraved shears and, after a brief pause for the photographers, the admiral cut the ribbon. Thus was the Navy's newest helicopter plant for-

mally opened.

Following the ribbon-cutting, the guests were taken on a tour of the

(Continued on page 49)



PRESIDENT CHARLES H. KAMAN addresses the group at the dedication ceremonies.



DR. CUNNINGHAM is shown demonstrating the production set-up for shaping non-circular gears. This consists of a standard Model 72 Fellows gear shaper equipped with automation units, right.

A New Industry Is Born

CUNNINGHAM INDUSTRIES, INC., of Stamford, is believed to be the first enterprise in the world devoted exclusively to the design and manufacture of non-circular gears.

Engineers for a long time have known about the non-circular gear. Designers of instruments and equipment would have liked to make greater use of them. The cost of making irregular gears, however, has been too high. Under the standard method, it would require a tool maker about four months to make a master, file it by hand from the drawing and then copy the master with a special attachment on a gear shaper. Because of this expensive technique, the non-circular gear remained as though it were a mathematical curiosity.

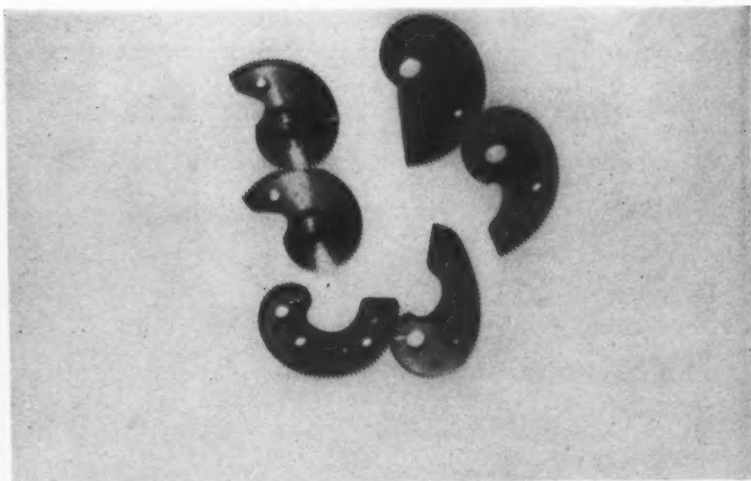
Stamford physicist, Dr. Frederick W. Cunningham, who is widely known

for his work in automating a variety of defense systems, gave much thought to the need for finding an economical process. During 1950 there developed the immediate need for doing something about it. Arma Corporation, for whom Dr. Cunningham is consultant, had received a contract for military range finders requiring non-circular gear components. Arma was unable to find a subcontractor to make the gears. It was then that Dr. Cunningham decided he would begin at once to devise equipment for the simplification of the manufacture of non-circular gears.

Several methods were considered. The one chosen was based on the principle of coding a motion picture film to control a gear shaper. This method was selected because it offered the advantage of flexibility, and because it was the easiest to build with the limited machine shop and lab that Dr. Cunningham had set up in his cellar for experimental purposes.

Soon after the early experimentation was successfully accomplished, Dr. Cunningham dispossessed his car from his garage and a Fellows model 72 Gear Shaper was moved in. Full use was made of standard commercial components such as low inertia servo motors, servo amplifiers, synchros, generators, voltage regulators, etc. to modify the gear shaper. Even the motion picture projector used in the process was borrowed from Dr. Cunningham's personal movie outfit. His sons look forward to the early replacement of

(Continued on page 76)



TYPES OF NON-CIRCULAR GEARS. The gears above are being used in several different range finders.



AT THE HEAD TABLE in the Dining Hall were gathered Association directors, officers, and guest speakers.

ANNUAL MEETING In Review

THREE main objectives—all important to the future of the state and nation—set the stage for the Association's 138th Annual Meeting, held for the fifth successive year at Yale University, Tuesday, September 15, 1953.

OVER 700 INDUSTRIALISTS attended the evening session at Yale's Dining Hall.

SPRAGUE HALL was well filled with industrialists for the afternoon session.

These objectives, determined in previous meetings of the Association's Board of Directors, were:

1. To promote a better understanding of incentives as a means of lowering costs and preventing inflation.
2. To report on the economic atmosphere now existing in Connecticut and recommend ways and means of improving it.
3. To stimulate action that will help to destroy complacency concerning the many threats to our constitutional liberties.

The first of these objectives was sought through staging an afternoon Panel Conference on the topic of "Incentives for Increasing Productivity"; the second through a brief address at the evening session by President E. B.



We make grateful acknowledgment of the service rendered by the SoundScriber Corporation for making recordings of both the afternoon Panel Session and of Clarence Manion's address at the evening session. Without these recordings it would have been impossible to make the well-rounded reports of these leading annual meeting events which appear on succeeding pages.



PARTICIPANTS in the afternoon panel session on "Incentives for Increasing Productivity" offered useful guidance to management representatives on incentive plans of many types.

Shaw, and the third through the feature address of the evening session, entitled "The Constitution is Your Business," by Clarence Manion, former Dean of the University of Notre Dame Law School.

Business Session

The corporate business meeting, called to order in Sprague Hall at 2:45 P. M. by President Shaw, heard and approved the Treasurer's Report by John Coolidge, Treasurer; the Budget Committee Report by Herbert B. Bassett, Chairman of the Budget Committee, and President of the Acme Wire Co., New Haven; and the Nominating Committee Report, presented by N. W. Ford, Executive Vice President, for Charles Costello, Chairman of the Nominating Committee and Vice President of C. Cowles & Co., New Haven, who was unable to be present.

There being no nomination offered from the floor, it was moved, seconded and voted that the Secretary cast one ballot for the slate of nominees presented by the Nominating Committee. President Shaw then declared the election of the slate of nominees approved by the meeting to serve for a term of four years beginning January 1, 1954. Names and titles of the Directors and the areas they represent are:

Henry S. Woodbridge, vice president, The Safety Division, American Optical Co., Putnam, representing Windham County, to succeed Lloyd B. Seaver, plant manager, Belding-Hem-inway Co., Inc., Putnam; Sherman R. Knapp, president, The Connecticut Light & Power Co., Berlin, as director

to represent Hartford County, succeeding Sixten Wollmar, president, Emhart Manufacturing Co., Hartford; George R. Holmes, president, The McLagon Foundry Co., New Haven, for director to represent New Haven County, to succeed Charles A. Williams, vice president, The United Illuminating Co., New Haven; John A. Coe, Jr., president, The American Brass Company, Waterbury, representing New Haven County, to succeed Frederick Lux, president, The Lux Clock Manufacturing Co., Waterbury; and Louis R. Ripley, president and treasurer,

Heli-Coil Corporation, Danbury, as director-at-large, succeeding Morgan Parker, president, Bard-Parker Co., Inc., Danbury.

There being no new business to come before the corporate meeting, it was adjourned at 3:00 P. M.

★ ★ ★

The Panel Session on "Incentives for Increasing Productivity" was launched immediately after the close of the business session under the chairmanship of Thomas G. Spates, Profes-



THESE ARE THE MEN who played the leading roles at the afternoon panel conference: (left to right, first row) George H. Reama, vice president, American Screw Company, Willimantic; Donald Adkins, manager, Rate Department, Elgin Watch Company, Elgin, Illinois; Thomas Reid, director of civic affairs, Ford Motor Company, Detroit, Michigan; Thomas G. Spates, professor of Personnel Administration, Yale University, and panel chairman; (second row) Joseph J. Morrow, director, personnel relations, Pitney-Bowes, Inc., Stamford; Roger Magoun, economist, Norton Co., Worcester, Mass.; and F. G. Foster, assistant comptroller, Camera Works, Eastman Kodak Co., Rochester, New York.

sor of Personnel Administration, Yale University.

The audience of some 250 continued to increase throughout the two hour session until an estimated 450, or the largest number ever to attend an afternoon session, were present. The edited highlights of this conference, including identification of the panel members, are reproduced on the following pages, from recordings made by the Sound-Scriber Corporation, New Haven.

Evening Session

The evening session, starting with dinner at 6:30 P. M., drew a crowd of around 750 persons. Preceding the banquet, Reverend Benjamin B. Styring, Rector, St. Paul's Episcopal Church, Willimantic, pronounced the Invocation. Following the dinner, President Shaw introduced Lieutenant Governor Edward N. Allen, who gave a brief address of welcome. President

Shaw then gave his annual report (reported on the following pages), after which Senator William A. Purtell was introduced. Since both Lieutenant Governor Allen and Senator Purtell spoke briefly without manuscript, we regret that their remarks cannot be passed on to our membership. In substance they complimented the industrialists of the state for their outstanding contribution to the welfare of the state and of the nation, and were optimistic about the future of Connecticut and America, despite the problems to be met and solved and the many recent pronouncements of pessimists.

The featured guest speaker of the evening, Clarence Manion, was introduced by President Shaw at 8:20 P. M. and completed his address on "The Constitution is Your Business" at 9:25 P. M., after which the meeting was adjourned.

Incentives For Increasing Productivity

A Panel Conference at the Afternoon Session of the Association's Annual Meeting

MR. THOMAS G. SPATES, Chairman of the panel conference, is professor of personnel Administration, Yale University. Prior to joining the Yale Faculty in September 1950, he served the General Foods Corporation as vice president for Personnel Administration.

CHAIRMAN SPATES—The details of the qualifications of the group at this table to render a service to you is in your program. With the limitations of time that we have we will not go into those details. However, I will remind you that Mr. Morrow is Director of Personnel Relations of Pitney-Bowes, Stamford, Connecticut; that Mr. Adkins is Manager of the Rate Department, of the Elgin Watch Company in Elgin, Illinois; that Mr. Reid is director of Civic Affairs, Ford Motor Co. in Detroit, now, for several months, serving the Secretary of Defense of the United States on problems of manpower; that Mr. Reama is Vice President of the American Screw Company, Willimantic, and is also a director of this Association; that Mr. Foster is Assistant Comptroller of Eastman Kodak Co., Rochester, New York, and that Mr. Magoun is

Economist of Norton Company, Worcester, Massachusetts.

Those titles, in themselves, do not reveal the full competence of this group to deal with our problems of the afternoon. So let me give you a composite of the experience which is available. This group collectively has served in the past in these functions of management: In production, in manufacturing, in accounting, in engineering, market research, sales analysis, time and motion study, and law. They have also made constructive contributions in the fields of industrial relations, personnel administration, and public relations. It represents, therefore, a very broad background of experience, both in quality and in quantity.

We met together earlier this afternoon and we came to this common understanding—That we shall try to handle the subject which you have assigned to us both in terms of a role-playing assignment, in that we will be role-playing as consultants in your behalf, and that we will try to deal with this question somewhat as a problem solving conference.

We visualize the assignment to be this: You manufacturers and business-

men of the state of Connecticut have recognized, regardless of shifts in the national economy, and in the economic welfare of your own businesses, the vital importance of productivity. You have asked us to identify, define and evaluate the incentives for productivity that have seemed to this group, by virtue of their actual experiences, to be important and vital. So, accepting that as our problem, we will draw upon our individual experiences, and we will expect this group of role-playing consultants, in your behalf, to chip in occasionally on the observations of one or the other, to comment perhaps as they see fit.

At the appropriate time we will call a brief intermission. When we reassemble it will be your turn to ask questions and challenge, and to draw on the fullness of the experience of this group to the extent that it has not been revealed up to the time of our recess. In our preliminary exploration and briefing we came to these general agreements.

First, that we are all engaged in rendering a variety of services to a consuming public, and that we hope and expect that the rendering of those services will be of sufficient value to result in a profit in our total operation. As a contributing factor to the rendering of that service and the attainment of satisfactory profits, we acknowledge the importance of productivity and we identify certain incentives directed toward the attainment of improved productivity. We have concluded that all the incentives that we know of, can be broadly identified as direct incentives, that is, expressed in terms of direct compensation and reward; and indirect incentives, or incentives which sometimes are identified as the relatively intangible ones.

In budgeting our time we will devote the first of our observations to direct incentives, not by any means exhausting the field but with a certain amount of selectivity. Then we will undertake to make some exploration, identification, evaluations of certain incentives which we will specifically identify as the direct incentives classification.

Editor's Note: Because names of panel speakers were frequently blurred or not recorded, and further, because of lack of space, we are publishing here only a digest of the comments and observations of panel members without identifying them by name.

Direct Incentives

Direct incentives were described as "any form of stimulus which motivates people to produce." There are many incentive plans, the most common and most easily understood of which is the individual piece work plan where a price per unit is set up, thus making it easy for an operator to compute his hourly, daily or weekly earnings. Any direct incentive plan must be tailored to fit a specific company's operations.

There are also group incentive plans that have proved very satisfactory to some companies, although there is frequently strong opposition to them because of the claim that they destroy individual initiative.

There is a premium plan such as bonuses based on standard hours and earned hours against actual hours worked. There is also measured day work which is very easily understood as well as many tailored and special plans that have been named for their originators.

Companies who do not have an incentive plan but intend to install one have a real selling job on their hands. They should make certain that everyone in any way involved in the program thoroughly understands how the plan works.

Incentives, although they help, will not cure all manufacturing difficulties, for there is no substitute for good supervision. Management must make certain that its time study engineers do a proper job of setting fair rates, since jobs with loose rates are frequently capped by workers. Great care must be taken to set proper rates and then refrain from cutting them as long as conditions remain the same. Cutting rates when earnings rose above anticipated ceilings was one of the reasons unions were introduced into many factories. Rates should only be changed when there is a change in design, tools, materials and requirements of the job, and your employees should understand this to allay any of their fears as to what the future may bring.

Standards, Requirements and Specifications for Setting Up Financial Incentive Plans

The requirements and specifications for inaugurating a successful financial incentive program are:

1. That it must be simple enough to be sufficiently understood so that the believers in the program may explain



NEWLY ELECTED Association Directors pose with President Shaw. Sherman R. Knapp, John A. Coe, Jr., Mr. Shaw, George R. Holmes, and Louis R. Ripley. New Director Henry S. Woodbridge, was not present.



THESE FOUR DIRECTORS will complete their term of office this year: Charles A. Williams, Lloyd B. Seaver, Morgan Parker and Frederick Lux. Another retiring Director, Sixten Wollmar, was not present.

it to the unbelievers; rather than being unsold on it by the unbeliever.

2. That there be an accurate measurement of input whether it be pieces, pounds, hours, minutes or some other accurate yardstick of measurement, whether a rate per point, a standard hour rate or a day work rate on which bonuses are paid is used, a thorough job evaluation or some grading method must be completed to determine what relative differences in skills have been reflected in the base upon which a financial incentive is to be paid.

3. A change in method, tooling, material or anything else in the basic

standards must be reflected promptly. Operators should be thoroughly informed as to the logical reasons for all changes in order to avoid misunderstanding and accusations that management has taken advantage of employees by cutting back rates unfairly.

4. That the take-out pay must be adequate, for people cannot be expected to double their production for five to ten percent more money.

5. That industrial employees working on any given type of work should be either one hundred percent on piece work or day work, for mixing the two pay methods causes trouble.

Financial Incentives for Indirect Labor or Supervisors

In most plants the largest number of employees are on direct labor and the relatively smaller number are doing indirect labor or supervising. In most plants financial incentive plans, where used, apply to employees on direct labor rather than to those performing supervisory tasks, or indirect labor. However, one case was cited where a large company, represented by a panel member, believing that it was highly desirable to offer a reward to supervisors for creditable performance of their tasks, launched a plan some 20 years ago which set up incentives for creditable work based upon standards of past performance. Supervisors were rewarded if they showed an improvement over past performance. Great care was used to include only those items in the set of standards over which foremen and supervisors could exert a measure of control. Major items included in this set of standards were: Direct labor, indirect labor within a supervisor's department, such as the tool crib operator, assistant foreman, defective work and maintenance items such as tools and other items over which the company felt the foreman had direct control.

Each month the Cost Department in the company tabulated the actual expense against the standards and by means of a formula (details of it too lengthy for description) a form of extra compensation was worked out for each foreman.

When the plan was introduced, the company said, in effect, "This department is your show, you run it just as you would operate your own business or your own house." Results experienced thus far include:

1. Substantial savings in direct labor beyond that experienced by direct labor incentives in effect prior to introduction of supervisory incentive plan.

2. Less favoritism in layoffs because foreman's pocketbook was affected by the choices he made.

Large savings in maintenance charges due to foreman's vigilance in seeing that maintenance crew men, charged to his department while making repairs, actually performed efficiently rather than using the "stretch-out" system which frequently occurs where a foreman has no personal stake in the maintenance costs.

Foremen, assistant foremen, general foremen, the superintendent or even a

factory manager may be included in the financial indirect incentive plan. It was considered highly desirable to give all participants in the plan a prompt statement at the end of each month showing their performance for the past month so they might adjust their thinking in an effort to improve their performance the next month.

Panel Discussion. One panel member pointed out that the experience of his company with supervisory incentives when based upon standards of past experience demonstrated that the sloppy supervisor made large bonuses while the good supervisor who had done a good job before, because it was natural for him to do so, was able to show little or no improvement, and hence received very small incentive payments.

Asked whether some other yardstick besides past performance was not used in setting up his company's program, the panel member who had described the successful 20 year supervisory program, explained that no other yardstick was used, and that much to his surprise, his company had found that the efficient foreman continued to be even more efficient when he had an incentive to work for, while the foreman who was doing sloppy work before incentives were introduced continued to do a sloppy job no matter what the inducements were.

Answers to questions directed toward the panel member with the successful 20 year experience in supervisory incentives were further clarified as follows:

1. The participants in the plan are, in a very broad way, those supervisors who are exempt from the provisions of the wage and hour law.

2. Since 1934, when the supervisors incentive plan was started, two major adjustments and several minor ones have been made in the standards.

Profit Sharing as an Incentive for Productivity

In the opinion of one panel member, whose company has had profit sharing incentives in effect, in one form or another, for some 20 years, profit sharing is one of the most important factors in creating labor-management peace. Highlights of the plan of his company are:

1. Twenty-five percent of operating profits before taxes are set aside as a profit sharing package.

2. From this percentage of profits, an amount requested by company actu-

aries is taken out for the company's retirement, or pension plan, and the balance is paid to employees in the form of cash wage and salary dividends which may be paid at once, quarterly or at the end of the year with 3% interest added. Wage and salary dividends are now declared quarterly at the same time the Board of Directors declare stock dividends.

An observation on the results of this plan is that they cannot be measured exactly with a stopwatch or any other accurate type of measuring tool. Since the plan was launched there has been no work stoppage, morale of employees is high and productivity has increased substantially over the years. The company considers it one of its most important industrial relations tools.

The definition of profit sharing as given, in substance, by several members of the panel is, "the sharing on a pre-arranged plan of what is left after paying bills (including good going area wages and salaries and a fair interest return to stockholders) with the stockholders, who furnished the money and the tools, and the employees who supplied the muscle and the brains."

Fringe benefits, such as paid holidays, vacations with pay, insurance and many others, were considered by the panel members who expressed their views as costs of doing business rather than a sharing of profits, even though the payment for such benefits may materially affect the year-end profit to be shared.

One example was cited to show how profit sharing was measured in one company. About Thanksgiving time it was announced by the management that in addition to giving a Christmas Bonus check employees would be given a Christmas vacation of one week, with pay, in addition to their usual summer vacation. All the company asked was that employees cooperate to the extent of doing their best to produce everything that would be produced normally in that vacation week, making certain that the stock shelves were full and that all housekeeping was properly done before the vacation started. The enthusiasm among employees was so great that approximately seven weeks of normal production was done in five weeks, thus proving the potential increase in productivity that is available when the right incentives are applied.

This plan, however, was not recommended because it set a precedent for this company which gave some trouble later on.

Identification, Definition and Evaluation of Indirect Incentives for Productivity

Communications. The topic of Communications is all-important in any discussion of increased productivity through indirect incentives, since there will be no productivity increase through the use of these incentives, regardless of what they cost, until such benefits become real incentives through proper communication to employees. To be effective in yielding a reasonable return on the investment of any company in indirect incentives, communication with employees, in whatever form, must create among them not only understanding of the company's indirect incentive program but also a reasonably enthusiastic desire to accept it. Management is highly skilled in merchandising toothpaste, tires, automobiles and thousands of other items but is weak in merchandising ideas, especially to employees.

One small company with a pension plan, a profit sharing arrangement and a number of insurance plans was spending a lot of money and wondered whether any employee good will was coming out of it. Deciding to merchandise the program, management published the usual booklet explaining the plan and distributed it to all employees. When no worthwhile results became apparent after a reasonable time had elapsed, during which it was discovered that few employees were interested enough to read the booklet, a series of meetings were held to explain the value of these benefits. Even these meetings failed to stimulate enough enthusiasm for the company's pension and other benefit plans to inspire employees to produce a little more because of them.

The company then originated the idea of putting all these benefits into a kind of bank book with each employee's name imprinted on a leather cover saying, "The Personal Treasure Chest of John Smith." Inside of the book the assets of each employee in the pension, insurance and other benefit plans were listed. Each employee was asked to report each year with his booklet to have it brought up to date with new entries, the same as would be done for him when making a new deposit in a bank. Just to make certain that each employee understood what it was all about, personal interviews were arranged with a member of the personnel department assigned to interview every employee. To gain the maximum of

understanding the job was further parceled out among management men who went into the departments and handed each employee his bankbook with an explanation of what it meant, and then answered his questions on the spot. Many questions not anticipated were asked and answered. The result of employing this personalized method was that employees came to look upon the company's fringe benefits for the first time as a direct personal benefit to them.

Seven Sins of Communications. A company may use all of the well known, and even some not so well known, communications tools in the book and yet fail to get any plus response by employees. In fact, money and time spent in communicating at the wrong time and under improper conditions may injure employee-employer relationships. The following were cited as the "Seven Sins Of Communications" which management should avoid.

1. Communications will not succeed in a "cold climate" where a company has not built up a proper personnel practice foundation.
2. Telling employees before asking. Attitude and morale surveys should be employed to discover the thinking of employees and furnish the basis for a sound plan of communications.
3. Talking from management's viewpoint rather than from the employee's.
4. Buying a pretty package program which looks like it would cure our troubles. There is no such pretty package for any business. Each program must be tailored to fit a specific business.
5. Paternalism. Management frequently talks from a lofty pedestal, expecting employees to understand and to be grateful. They may understand but they are never grateful.
6. Failure to measure results. With all the money that is spent for communications, attitude surveys should be taken occasionally to discover the results obtained from each program.
7. The "one shot" approach. Communications is a continuing job which cannot bring results from a single program of meetings or any other form of communication.

Communication Mediums. The various mediums of communications include both written and verbal types. The written type include bulletin board messages, letter communication from management, employee newspapers and magazines, employee handbooks

and other miscellaneous booklets dealing with specific topics.

The verbal or spoken media include employee meetings, personal interviews with employees and man to man contacts between the supervisor and the employees under his supervision. There are also certain visual media such as charts, slides, strip films, slap boards and motion pictures which are being used to advantage by many companies.

In the opinion of the panel members expressing themselves on the topic, a smaller company can do a better job with oral communication and depend less on the written word.

A survey made through the market research department of a large corporation demonstrated that there was little danger in being accused of propagandizing by giving employees too much factual material about the company's business. It indicated that employees will accept much more company data before there is any danger of management being accused of issuing propaganda.

Miscellany on Communications. Other observations made by panel members relating to the part communications plays in creating employee incentives to increase productivity may be summed up briefly as follows:

1. The goal of management should be to attain through communications the maximum production efficiency from employees not because they are commanded to do it but rather because they want to give that efficiency as a token of their respect for their chief's business judgment, fairness and human understanding.
2. To attain maximum production through the operation of the employees good will, it is necessary to have a sound wage structure equivalent to rates given for the same type of work in the community, individual incentives or incentives for small groups when they cannot be individual, and a good information program to keep employees advised on company policies which affect their jobs and their incomes, largely passed on to them through their foremen.
3. If managers of plants extended the same type of fellowship and sociability to employees within plants as they do in their clubs it would yield large dividends in employee morale and productivity at low cost. Men and women in our plants are hungry for recognition from company executives, even in such small ways as saying

"hello" or "good morning" to workers.

4. To avoid demoralization of foremen and supervisors management must make certain, especially in organized shops, to see that its foremen and supervisors receive information on company matters at the same time or before union stewards receive it and relay it to employees.

Meetings held with general foremen once a week, when the top management of all departments tell of accomplishments and plans, is one practice of a large company. The same company also holds meetings of all other supervision every two weeks and "Information Programs" once a month for some 125 employees when a full explanation of all departments of the business is given including losses and gains. Conditions have been improved considerably through this method of communication.

5. Supervision should always be informed ahead of employees on bulletin board notices or any other form of communication, whether there is a union in the plant or not. Information received from employees or union stewards about company news or policy before management communication is one of the biggest gripes of foremen and supervisors today.

6. To offset the ability of union stewards and members of the grievance committee communicating the results of a closed negotiating committee meeting, one company asks its supervisors and foremen to sit at their telephones during a final negotiating meeting. As soon as the meeting is over the results are relayed through the superintendents to foremen and supervisors so that they know the answers by the time the stewards get back to their departments.

Question and Answer Period

Question: Does the panel think that direct incentives can get results in clerical operations?

Answer No. 1: It can be done where operations are measurable. It was done in our transcribing department where we had a total of 24 girls doing the work when we first installed an incentive system. After some six months with an increase in the work load we were able to reduce the work force to some 16 or 18 girls. It has also worked in our payroll and duplicating departments where the work was measurable. I also know it has worked on clerical operations in a number of other companies but I don't think it could be put into effect on all clerical operations and on secretarial and stenographic work.

Answer No. 2: I must disagree with you a little bit. We have stenographers on typing work who are now on an incentive program based on payment of so much per inch. We have a meter which measures the inches of typing done per day. Before incentives were installed 30 letters was the normal days production, but since the incentive program was started our production has gone up as high as 130 letters per day. We have also had key punch operators on incentives. In fact you can put any operation on incentive if you can get an accurate measurement.

Question No. 2: Are incentives for indirect workers below the supervisory level practical? If so, how do you apply them?

Answer No. 1: Some of you may consider set up men, for instance, direct workers. Others may consider them indirect. We have several installations of set up men where we use a sort of measurement in that the productivity of the operator on the machine has been measured against the amount of set up work, or maintenance work required per thousand parts. The set up man is paid on the basis of the individual percent of earnings of the people in his so-called battery or group for whom he sets up work.

Answer No. 2: In cases where the factory has a union, and you are going to put in an incentive system for direct workers, you will find that you will have to put in some system for your indirect workers, or you will be headed for trouble. If the direct labor makes 15, 20, 25% incentive, and you have your indirect on the normal day rates, they will either demand day rates equivalent in relationship to the piece work, or they will refuse to serve the direct workers whom they have to serve. Most of the plants today that have unions realize that if they have direct incentives they have to have some proportionate type for the indirect.

Answer No. 3: I would like to answer that in this brief way. We are a union shop and we have the problem that was mentioned. However, we have overcome it in this way. We leave all jobs open for request. And therefore, if a person isn't satisfied with his hourly or day work job, they have a right to file a request for any job that might be open sometime in the future. That is our answer to the fact that if they want to get on incentives, they have a right to request an incentive job.

Answer No. 4: In our company we make a distinction between an indirect

worker in a direct department, and an indirect worker in an indirect department. We have found no practical measurement or means of paying an incentive to an indirect worker in an indirect department. As for example, a watchman, or a maintenance worker. We can, however, and do pay an incentive to indirect workers in direct departments. For example, the tool crib operators, and the basis of it is the efficiency or performance of the department which they are directly serving.

Answer No. 5: We have taken some indirect departments, such as our maintenance people. We put painters, electricians, machinists and pipe fitters, all on incentives. If someone in the audience knows whether tool makers are on incentives, I would like to see that myself.

Question No. 3: What percent of improvement was realized under the supervisory reward plan?

Answer No. 1: According to my best recollection it was 20 to 25 percent of our direct labor cost, or perhaps I should say our controllable cost of operating a department.

Question No. 4: When an incentive results, or is expected to result, in some measure of unemployment, how is that part of the problem met?

Answer No. 1: I think it is very important in selling any incentives to make sure that it doesn't mean a layoff. In these days of clerical shortages, we don't have to worry about what we are going to do with the balance of the girls. In this particular case, at least half of the eight girls were normal separations. Because we are a growth industry, and growing pretty fast, we would be able to absorb any overage of workers displaced in some other way.

I really do think that is a very important problem, though, in selling any incentive plan. If it is going to mean a layoff, it is going to be hard to put across.

Question No. 5: Will you explain how the profit sharing kitty is spread out or distributed?

Answer No. 1: It takes three years of employment with the company in order to get a full share. For the first three months an employee gets nothing. And after that, up until three years, a pro rata share. It is based upon the base rate. In the cases of people who are exempt from overtime, there is a waiting factor, starting, I believe at \$6,000 per year. In other words, that salary,

multiplied by 1.2, in order to get the effective figure on which the wage and salary dividend is based. And then it goes up to, I believe, multiplied by 3 for the very top man of the company. Basically, it is based on the base rate, not on the amount of earnings. In other words, it is not part of the regular rate. We got in trouble a few years ago before Congress revised the law. As you probably know, the Administrator of the Wage and Hour Law was insisting that profit sharing plans were considered as part of the regular rate, and you had to pay it on overtime, and in a sense were compounding the felony. The people who were getting the overtime would be getting considerably more than their share of the profits of the company.

Question No. 6: If profit sharing is a form of incentive for increasing productivity, then what is the relationship between the profit sharing part of total income related to the normal pay?

Answer No. 1: Well over the past number of years, it has averaged about 8½%. It varies, up and down, depending upon the profits of the company. This year it looks as though it is going to be down somewhat because of the fact that while our profits are up slightly, the number of employees participating in this plan has been increased, and therefore each piece of pie will be a little smaller, unless we get very efficient from here on in.

Answer No. 2: Just to give you some other figures, this year we paid 2¾% of the last five years' pay. The last five years you are with the company is the base on which the percentage is figured. In other words, the actual payroll figures are taken for the last five years and added up. A person who would stay stagnant, or in the same job, without much of an increase, would get 2¾% of that. If you get a promotion which you earned, by something that you have done, and get a raise, the percentage is a flat percentage which is applied.

Question No. 7: Taking account of the range in time when there has been inflation and emphasis on the direct incentive, now, how much extra do you have to add in order to get an appreciable increase in productivity? How much do you have to add to stimulate the interest in greater productivity?

Answer No. 1: Some of the contracts that have been written have been a third, as you know. I think you will find that many industrial engineers today have gone up from the old 15% of 1938 to about 25% of today, as com-

pared to say 20% when we convened three or four years ago in New York. So I guess the trend, and I stand to be corrected on that, seems to be up again. We are approaching a third.

Question No. 8: To what extent has financial incentives been applied to the finer work in your company?

Answer No. 1: That is rather a difficult question to answer, but I will try to answer it this way. In setting our incentive rates, we only pay for O.K. work. Everybody's name is recorded on the part that they produce or assemble. If the work is not inspected 100%, that tag remains with the product and if something develops later on, it can be brought back for question through that operator. We only pay for O.K. parts in our plant. However, we do use quality control, and we do have operations now that are not 100% inspected. We pay on the basis of what the quality control man reports as a percentage of O.K. parts in that lot.

Question No. 9: In a department in which there has been these direct extra financial payments and because of mechanical conditions, or conditions generally beyond the control of the operator, there has been a reduction in these payments, and as a consequence a lag in interest, how, when the former conditions have been resumed, do you revive interest, and presumably restore this increased productivity?

Answer No. 1: That depends, I think, on the solution of the problem that you made when the trouble started. If you made the mistake of paying them average earnings for lower productivity you will probably never get it back. On the other hand, if you had some policy which probably paid them their guaranteed day work rate or any of a number of things, for the time spent when they were not producing at an incentive base, then generally the financial incentive itself is sufficient to get them back. But the mistake so many people make is that they start to pay the average earning. And when you do that in incentive plans, you've got trouble.

Question No. 10: What happens to the profit sharing plan as an incentive for productivity in those years when there may not be any profit to distribute?

Answer No. 1: I think it is a case of merchandising your incentive benefit plan. You have to explain your benefit plan. If you sell your employees on it, you ought to be able to sell them on it when it's bad. Ours has gone down hill somewhat this year, and it hasn't pleased the employees, of course, but

they are not questioning the value of it. Once a year we hold what is called job-holders' meetings. Our officers talk with groups of employees. Generally speaking, homogeneous groups of 250 to 300 employees at a time. They go over the annual report with them. This is held about a week before our annual stockholders meeting, which is held at the plant. Slide films are made of pages from our annual report, and explained in lay language. We feel very strongly that the employee should be permitted to look at the books. He is interested in the place where he spends probably half of his waking time, and by doing that we think we get them on the team. They will then be willing to take the lean years with the good ones.

Answer No. 2: In our company in 1949 we were not able to pay our profit sharing, and as to how the employees felt about it, I can't tell you, because I see many women here in the audience. They were really sore about it. We told them that they had plant-wide profit sharing, and other high rates, and that when there was a profit they shared it and when there was no profit, we couldn't share it. But my answer to that is that we should have profit sharing, and in the years when we don't have profit sharing, they will be peeved, and they will be disappointed, just the same as the stockholder is. When we get a notice from some place where we have a little stock, and they say they are not paying a dividend, I don't know of any of us who run up and kiss that management.

Question No. 11 & 12 from the audience were not audible on the recording but answers were given and recorded to each of them respectively as follows:

Answer to No. 11: Well not exactly. It is possible for the Board of Directors to change that percentage amount. At the moment it is 25% of our operating profit.

Answer No. 1 to No. 12: Mine is short. We don't say anything about the profits. Our formula depends upon how much we pay the common stockholder. And as you know, what you pay the common stockholder may be remotely connected with the profits of your company. We have a formula predicated on what we pay the common stockholder.

Answer No. 2 to No. 12: Well, the first part of the gentlemen's question has to do with taxes, and that wouldn't affect our profit sharing plan because our formula is based on 25% of the operating profits before taxes. However, as far as

what risk is involved, this figure of 25% was decided upon by the Board of Directors and it can be changed.

Summary

MR. SPATES—Gentlemen, our time is running out. The chairman has some final obligations to perform before turning this meeting back to the President of the Association.

In endeavoring to make at least a partial summary of what has transpired here this afternoon, I will make a few observations, from which I absolve the members of the panel. And in so doing I will disclose to you that on the prepared exploratory document that preceded, by some weeks, this meeting of ours here today there was a thirteenth and final question—"What is our interpretation of the long and costly steel strike in 1952, which came after years of direct gains by organized labor?" Now the observation that I make, and absolve the panel members from participation in, is this.

It has seemed evident to me that the paramount challenge facing business and industrial leadership, in the past several years in the United States of America, has been to provide spiritual as well as material satisfactions in the work environment. It has further seemed to me that no more dramatic or spectacular confirmation of the reality of that challenge could have been placed upon the American scene at any time than was placed by the longest and costliest steel strike in the history of the United States in the year 1952. By which time, over a period of years, there had been added to the compensation of the workers in the steel industry

a host of direct awards and incentives. If you accept with some measure of validity, the challenge that all of us, including those in education and government, as well as in business and industry, need to have spiritual satisfaction, as well as the material satisfaction. If you have a will to do something about it in your position of direction and decision, as contrasted to the positions in which this panel has been this afternoon, namely, of giving advice and counsel, then you have had from this distinguished group of men, associated as they have been for years with equally distinguished companies, a whole list of specifications, prescriptions, if you will, for introducing into the work environment, these spiritual satisfactions.

I could not help noting as the panel members made their contributions in the field of direct incentives as contrasted to indirect and intangible, that even in that area they were saying to us repeatedly that the climate must be right, the attitude must be right, there must be a common understanding, there must be agreed upon specifications, and we must sell all of the parts of these direct incentives if from them we are going to get the increased productivity which all desire. In other words, the optimum effectiveness of the direct incentives is dependent upon the practice of indirect incentives.

In your presence I pay my tribute to the panel members and insofar as it falls in my capacity as chairman, I give thanks to them on your behalf for the efforts they have made in time, travel and conscientious application to the fulfillment of the request that you made upon us.

trend of legislation in Connecticut has not been favorable to industry. This year was no exception. Unfortunately, it is becoming increasingly difficult to get across to political leaders the importance of a sympathetic, or even a considerate, approach to industry's problems.

We urgently need an administration that will seek primarily to effect rigid economies in our state government. There will, of course, always be powerful opposition to such a program. First, no help can be expected from those who live by politics. Furthermore, department heads and job holders affected will furnish real opposition. But we must have economy if Connecticut is to survive as a leading industrial state.

Not only are substantial industries from outside the state shying away from Connecticut, but many of our own industries are declining to expand here. There is only one answer—improved state government—and in my opinion we should work diligently toward that end regardless of party affiliation.

The Council of State Governments recently compiled figures showing the personnel rolls in various state governments. I won't burden you now with comparisons, but the record discloses that the ratio of state employees to population in Connecticut is so much greater than in other industrial states, such as California, Illinois, Indiana, Massachusetts, Michigan, New Jersey, New York and Ohio, that if our state employment were cut 40%—yes, I said 40%—we would still be in line with most of the above states and higher than some. Just imagine the effect that would have on taxes. Our need is not to single out one or two state departments where it is easy to make a showing and save a few million dollars. We desperately need an investigation of every department. If this were done and a real economy program adopted, even you and I would be pleasantly shocked.

The President's Report

An Address by E. B. SHAW at the Evening Session

AT this time it is customary for the president of the Association to render an accounting of his stewardship. I have now held office for eight and a half months.

I am not inclined to submit a lengthy report nor do I consider it necessary. Therefore, my discussion with you this evening will be brief. The first prob-

lem that confronts a new president, if he is elected in an odd-numbered year, is the convening of the General Assembly. You have received our weekly reports of the activities while the session was in progress and also the final report following adjournment.

For a number of years past my predecessors have informed you that the

Association Activities

Brevity forbids a detailed accounting of Association activities. However, I think you should be informed about the tremendous growth of our group insurance service program.

As you may recall we started a group life insurance program in 1944 for key personnel of member firms. It was in-

stituted as a means of additional compensation because salaries and wages were frozen. Union contracts of the day were being written with many fringe benefits while few avenues were open to assist salaried employees. The plan became effective July 1, 1944, with 72 employers insuring 2005 people for a total of \$7,793,000. The Standard T rate was used. During the intervening years the plan continued to show a healthy growth as more companies found that key employees favored the insurance type of increased compensation without the attendant higher income taxes. As of July 1 this year, 272 member firms have covered 8009 people with \$48,204,500 of insurance. Moreover, the plan continues to expand at a rapid pace. Since its inception the advance rate has been reduced \$3 per thousand. In addition, the retroactive rate credit has averaged \$5 per thousand. Another feature added last December was an increase in the maximum coverage per employee from \$10,000 to \$15,000.

In 1948 a plan of supplemental hospitalization for key personnel was inaugurated in which many companies now participate. Increased interest is being shown in this coverage as the cost of hospital care continues to rise.

Our third and most recent plan is a weekly indemnity program for all employees of small member companies. This was started last year and already 92 employers cover 1,547 workers. We believe that the existence of this plan played a large part in establishing the fact that a compulsory off-the-job insurance plan was not needed in Connecticut.

In April we took over from the insurance company the administration of the Sickness and Accident plan, and in July the Life Insurance plan. This will facilitate service and eliminate much duplicate handling. All records are now kept at Association headquarters and all transactions regarding these two plans are being handled by the staff instead of being transmitted to the insurance company for recording.

We have also added recently a new weekly bulletin service entitled "Business Round Up." It is made up of paragraph-length items of information from many sources pertinent to the needs of business, none of which are long enough or sufficiently important, in themselves, to warrant a one-page bulletin. The response to this medley of business facts and government rul-

ings has been most encouraging.

Beginning this Fall your Association will make a concerted effort to visit as many as possible of its more than 1,300 member companies during the coming year. The visits will be made by all administrative staff members with each member of the staff following a planned itinerary of calls one day each week. By following a program of this kind, it is hoped that new ways of serving members individually and collectively will be discovered. The need for closer personal contact with our large membership has long been felt by your officers, directors and staff. Unfortunately, the heavy "work load" during World War II and since has prevented the inauguration of this desirable activity.

The Home Front

Now I should like to leave with you a few thoughts concerning the development of a program toward which we might well direct our energies for the preservation and stabilization of Connecticut industry.

I have already indicated to you that, in my opinion, there is no substitute for a friendly state government that seeks to promote and not unduly burden business and industry. This is fundamental. Lacking this type of government inspired confidence, any sort of a program for industry will soon degenerate into a lot of meaningless palliatives and panaceas. No one will be fooled, especially those whom we would like to attract. They all take a look at the record and it speaks for itself.

As many of you know, the company that I represent has seven of its nine plants located in the southern states. The folk below the Mason-Dixon Line have a complete understanding of the benefits to be derived from an industrial economy and are not afraid to let everyone know that the welcome mat is out to new industries. Local and state governments are giving complete co-operation, and consequently a very healthy industrial atmosphere prevails.

I wish I had time to describe some of our experiences in this field in the Southland. This threat should be a sufficient incentive for us in Connecticut to examine our weaknesses and strengths and act intelligently upon our findings. Already we have learned enough so that a close study of the

facts should chart a proper course for us to follow.

The supplementary program that I would suggest, predicated on a sound economical and friendly climate, is as follows:

1. We must spell out more clearly to our employees and to the citizens of our respective communities what kind of state and local government is needed in Connecticut to provide the maximum of economic health.

2. Increased research and development of new products and sales methods. In this connection, a recent publication of the National Industrial Conference Board showed that for all manufacturing the costs of research and development for the year 1951 averaged two per cent of sales.

3. An intensification of effort to arouse our respective communities to their natural potentials and help them organize concerted action toward their realization, as our Southern neighbors are doing.

4. Increase construction of modern one-story factory space to replace our large areas of outmoded multi-story space, making enough of this space available on rental or lease-purchase basis to accommodate new industries or those older industries lacking sufficient working capital to build their own modern plants at present.

5. Assist the newly organized Connecticut Credit Development Corporation in securing sufficient capital to permit it to aid in the formation of new and the relocation and expansion of existing industries.

6. Step up present apparent lukewarm interest in top and junior executive training such as is now being conducted by the American Management Association. These courses are heavily attended chiefly by mid-western, western and southern management representatives, with only a meager sprinkling from Connecticut and New England.

7. Increase training of foremen and supervisors on both our American economic system, and on how to lead their men to *improve their performance* because they *want* to rather than because we in management *demand* it. In other words, restore in the American workman a pride of workmanship and accomplishment.

I believe this is the challenge that lies ahead of us in this particular field. We can and must give a positive answer to that challenge.

The *Constitution* Is Your Business

By DR. CLARENCE MANION

At the Evening Session of the Association's 138th Annual Meeting

DR. MANION, now a partner in the law firm of Doran and Manion of South Bend, Indiana, was Dean of the University of Notre Dame Law School from 1941 until his resignation in June 1952. Author of the best seller book, "The Key To Peace," which has been adopted by the American Legion for distribution to High Schools throughout the country, Dr. Manion is now devoting much of his time outside of his law practice to speaking and writing assignments directed toward awakening the American people to the ever present danger of complacency in a world seriously threatened by tyranny. He has been recently named by President Eisenhower as Chairman of the Commission on Intergovernmental Relations of which our own distinguished Secretary of State, Mrs. Alice K. Leopold, is also a member and recently named Secretary.

Dr. Manion's address is "must" reading for top business management and supervisors who are interested in the preservation of American liberty. It also deserves a wider audience among all employees and their families through mail or reading rack distribution. For space reasons his address has been briefed to a limited extent by dropping paragraphs and sentences, with all deletions marked by the following characters. . . .

... **I**N THE last fifteen months it has been my unusual experience to speak to audiences, not always as distinguished, but frequently as large as this, in every state of the union, and in some of them many times. I have come through that experience with a great deal of consolation. I feel like the mother who found her young baby toying joyously with a piece of priceless porcelain which had come down through the family for more than a hundred years with a sense of shock and apprehension lest this priceless thing be destroyed by immaturity of judgment upon the part of those to whom it was entrusted.

I want to say very frankly that my subject is "The Constitution is Your Business." You haven't any other business. I say this in spite of the fact that your President reassured me that practically every type of manufacturing industry is represented in this audience tonight. Brass manufacturers, machine tools, textiles, aviation, everything. But there is only one business here, and that is the business of the Constitution of the United States. If it wasn't for the Constitution of the United States, you would be out of business. Let me underscore that by reciting two recent historical events.

No Constitution—No Business

A couple of months ago Time Maga-



CLARENCE MANION

zine, in a brief paragraph described the seizure of 240,000 acres of land in Guatemala that had previously belonged to the United Fruit Company. The government confiscated the land. And what did the United Fruit Company do? Precisely nothing. There was nothing that it could do.

A little more than a year ago, the then President of the United States, seized a great many of the steel properties of this country in what he described, and undoubtedly believed, was a justifiable emergency. What did the steel owners do in that situation? They had resort to the Constitution of the

United States. They took this question of the propriety of this seizure into court. And after the case was heard ultimately by the Supreme Court of the United States, a majority of the court decided that the President had violated the Fifth Amendment of the Bill of Rights, and was ordered to return the property, and he did.

If you need any further explanation about the importance of the Constitution to your business, is there any more ramified contrast that we need to draw between government elsewhere and government here? Outside of the United States law is what government does. Outside of the United States, whether it is in Guatemala, or England, or behind the iron curtain, there is no appeal to the court, or to any other place, from the finality of a governmental seizure. That is why you are in business here. Enterprise is free and private to the very extent that government is limited and restrained. And outside of the United States of America government is unlimited and unrestrained everywhere. Your position as citizens, industrialists and enterprisers in the United States is unique to say the least. Certainly the Constitution is your business.

How often do you advertise it? How often do you sell it? How often do you communicate it to the men in your own industrial family. And last, but not least, when was the last time you thought seriously about it? I am not worried about the incursion of people over Alaska into this country from Russia or any other direction. I am worried about the subversion of this constitutional principle and the destruction of this country in a great flood of complacency and apathy.

America's Meaning to Mankind

In an Associated Press dispatch the other day I saw a reference to Atlantis. It seems that somebody flying over the Azores, or beyond, thought he saw, down in the Atlantic Ocean, the pillars and the pinnacles of the lost continent of Atlantis. Undoubtedly many, if not all of you, know that legend which was repeated for hundreds, thousands of

years—the story of a great, progressive, healthy, happy, scientific continent where the people had sucked all of the secrets from the stars and from the sun, and had translated into an immeasurably happy and prosperous civilization that was the envy of the ancient world. Then, all of a sudden, Atlantis disappeared into the sea where, according to the legend, it still remains. And all of the secrets, and all of the science, and all of the formulas of Atlantis disappeared with it.

I think about Atlantis as I look over the broad areas of this incomparable country and compare the measure of happiness and prosperity and wealth and progress here to the rest of the world. Let us suppose, for the sake of unfortunate hypotheses, that two great tidal waves, one out of the Atlantic, and the other out of the Pacific Ocean, should suddenly and convulsively meet over the Rocky Mountains, and that the United States of America would, like Atlantis, sink irrevocably into the sea. The United States and all of its people gone. Pretty bad for us, you say? My friends, it wouldn't be half as bad for us as it would be for the people who survived on the remaining areas of the earth. If this country disappeared suddenly and forever, those who live in the other parts of the earth would immediately be subjected to a tyrannical terror so demoralizing that those who survived it would envy us who didn't. That's what America means to mankind.

You say, oh, well, we are not going to be overrun by the ocean. Probably not, but America can disappear just as quickly, and just as effectively as if it sank into the sea, because the United States is not just a great chunk of geography. The United States that is the hope of the world is not just an exhaustless treasury of material resources, not just a great quotient of industrial know-how with a tremendous potential for war and peace. No. The United States that is today the hope of civilization, the only hope, is merely the incarnation of four basic interrelated convictions. If those are lost, eroded or subverted, if those basic political convictions disappear, America is gone, and the world is gone with it.

Four Great Facts of American Freedom

I call them the four great facts of American life, postulations that were made with the first breath of this new

Republic, back in 1776 in a document that we call the Declaration of Independence. It was a declaration of many things, my friends, besides independence. Independence was the last thing declared in that famous declaration. It is, in truth, the blueprint of freedom from which this great structure of liberty has been reared. Here are the convictions declared in 1776 by the founding father architects of this country. Four facts. What in your judgment are the four most important facts for you, or me, or anybody else in the world today to decide ultimately and finally?

Well, they put them down in a natural and chronological order. First of all in the Declaration of Independence there was declared the fact of God. All men, they said, are created. There is a God. Not as a matter of faith, if you please, but as a matter of fact. The existence of God was declared to be a self-evident truth—the two and two in the basic calculation of American principles.

The second great fact of life, the fact about human equality. All men, they said, are created equal. Equal in God's sight, that is, and for that reason equal before the law of the land. And beyond that, unequal in every conceivable way. The extent and the limitation of human equality was declared as the second great fact of American life, and here is a place to pause for a minute and analyze this short and simple statement of fact.

How equal can human beings be? Our enemies, the Communists, are selling a brand of equality around the world today, and a lot of people are buying it. What is the fact about human equality? What is the fact about the equality of the people in this room? Fortunately, I see a number of ladies here tonight. They are all beautiful, of course. Most of the men are not. That is the great, immediate division that suggests itself. But that is only a cursory, superficial, division. Take a look at that fingerprint of yours. Do you realize that that is your little separate individual trademark, unlike that of anybody who lives, or whoever lived on earth? God Almighty has set you apart from everybody else who lives or who ever lived. But that is only the beginning of your differentiation. You are different in many, many other ways.

Let's get out of this room. Let's go over to the darkest corner of Africa tonight. Let's line up the whole human race, the whole tortured human race, two and one-half billion people. Put

them in a single file—the black, the white, the brown, the in-between, and look at them. What do you see in this line? Well, old Joe Stalin, may the Lord torture his iniquitous soul, he would take a look at that line, and he'd say, "I see the proletariat, I see the bourgeoisie, I see the rich, I see the exploiters, and the exploited, I see the masses and the classes." You see, old Joe was class conscious. He saw everything in that line except what God Almighty put in it. But the founding fathers of this country were not class conscious. They saw in that line what God put there, men and women, each and every one of whom is different from everybody else on earth. Different in ambition; different in energy; different in aptitude; different in ability; and consequently, different in achievement from everybody else on earth. Differences—all men are created unequal, too, in that respect. Some want to be farmers; some want to be fabricators; some want to be merchants; some want to be manufacturers; some want to be politicians; some want to be professors. Not many, thank God, but a few. And out of all of this difference in energy, aptitude, ambition and ability, just one thing is missing to spark the human race or any segment of it, with what it takes to make a great, a happy and a prosperous civilization. That ingredient is freedom. That brings us to the third great fact of life.

We hold this truth to be self-evident, the founding fathers said. That all men are endowed, not by the Constitution, not by the Bill of Rights, not by common consent—all men are endowed by their Creator, by God Himself, with certain inalienable rights, and amongst these are life and liberty. That lodges rights and obligations in their source—in God. These masses, fraught with freedom, flowered into the greatest civilization the world has ever seen.

What a dreary place it would be if everybody was a paperhanger. Or if everybody was a professor, or even a manufacturer. It takes all kinds of people to make a world, and it takes all kinds of abilities to make the great complex of achievement that is American civilization. But you say how about freedom, how can you preserve it? And that brings us to the last, the fourth, in the great final fact of American life—the role of government in human affairs.

What are the facts about government? To secure these rights, they said, is a self-evident truth. To secure and protect these gifts from God govern-



PRESIDENT SHAW poses in the President's Room, Woolsey Hall, with (left to right) Senator William A. Purtell, Mr. Shaw, Clarence Manion, featured speaker, and Lieutenant Governor Edward N. Allen.

ments are instituted among men, deriving their powers from the consent of the governed. God, equality, rights and duties—these things are in the realm of the God-made, but government is something that man made. Man fabricates government as you fabricate a machine, or a piece of cloth. Man makes government as a tool to protect the gifts God gave to man. The existence of God debases government to the role of servant rather than master. There is no way to get oriented in this great procession of American truths except by seeing them as they were laid out one by one in this blueprint of freedom.

Our Great Obsession

One of the great prevailing misunderstandings in this country today is the limitation and the potentiality of government. Our generation is unfortunately obsessed with the omnipotence of government. It can do everything. Every man in this room knows the limitations of the tools in his factory. You know that a tool designed for one purpose must be used for that purpose. If you use it for another purpose, you will destroy it. And government is a tool designed to be used for a specific purpose, and as long as we used it for that protective purpose in America, government served us well. It was only when we began to use it for every kind of a purpose that government began to be destroyed. Even I know something about tools. Nearly everybody does these days. You can't

live without that knowledge. . . .

Practically nobody recognizes the same great truth about the mechanism of government. Government was meant to protect rights. Its specifications say so. As long as you use it for that purpose it functions well, and it did function well, but if you throw into the hopper of government every conceivable act that pops into every conceivable headline, or that plagues any particular segment of society, then you are going, not only to have that problem unsolved, you are going to destroy the valuable mechanism of government as it was designed and created in the Constitution of the United States.

Government is Like a Fire

People who are tool conscious should be able to see this. There is no excuse for the widespread misapprehension about our generation with reference to the purpose and nature of government. The Declaration of Independence spells it out. There is a God. There is also a purpose for government. Both of these great postulations are expressed in the same document. Do you know what our forefathers thought about government? George Washington expressed it about as clearly as anybody. Washington said government is like fire. Like fire, he said, a dangerous servant, a fearful master. I had to write that 500 times when I was in the fifth grade. I have never forgotten it. I have forgotten what I did in order to merit the penance, but I haven't forgotten that priceless lesson in political science—

Government is like fire, a dangerous servant, a fearful master—George Washington. I wish that all the teachers of all the American children in this country today would require all of them to write that 500 times. Until that great truth etches itself into the American consciousness all at once—government like fire. Think of it. Do you think of government as fire? A dangerous, but useful thing? If somebody opened that door back there right now and yelled "fire" into this auditorium, that would be the last word in my speech, wouldn't it. I can think of many more pleasant ways to end it. But that would finish it. If somebody stuck his head in this door and yelled "government," I'd lose at least half my audience, too, because I know at last half of you would come up here to get your contracts, or handouts, or subsidies, or what have you.

Government like fire—who ever heard of such a thing. The difference between George Washington's generation and ours is the difference in the way this generation reacts to government. They were afraid of it. They knew it was useful as fire is useful. They knew that proper government in its proper place was a great boon, as fire in its proper place is a great boon to civilization. But they also knew that fire on the loose, fire concentrated into an enormous conflagration is the most destructive thing ever seen on this earth. So they took this dangerous fire of government that they lighted in the Declaration of Independence, and just as wherever you see fire, whether it is in a cook stove, or a blast furnace, you see it behind iron walls, and contained, and watched. They took this fire of government, left a little of it here in Connecticut, they distributed it in various areas of this state, and they hemmed it in and walled it away from each other segment by constitutional limitations. And then they took another part of it and brought it to Washington. And they walled that in—the legislative away from the President, and the President away from the court. Oh, it made a very awkward arrangement—little pieces of flame burning here and there. It would have been much hotter, much more effective, if they had swept it all together, but these founding fathers knew the danger of the concentrated fire of government. They had seen the uncontrolled and uncontrollable fire of government sweep over the human race for 6,000 years, at least once in every generation,

burning the God-given rights of man to a crisp. They knew that tyranny and despotism was nothing more nor less than government on the loose—government unrestrained. So for the first time in human history these men performed a political miracle. They tied government down. They contained it behind the restraining and containing walls of our incomparable constitutional system. And as they kept government in its place, they widened the area of private enterprise, and private initiative. Government being restrained to its natural task of protecting the God-given rights of man, we saw civilization flower here in this country. It was greater than anything the world had ever thought possible. These are not coincidences, these are consequences, these are consequences of right principle applied.

Our Future Depends on Ability to Govern Ourselves

You say, oh, well, this is a different age and generation. We live in a complex civilization. You can't keep the wraps on government these days. What are we going to do about it. There is nothing new about the question either, gentlemen. Somebody asked James Madison that question back in 1787, after the Constitution was written. Madison replied classically. He admitted the fact that our government was tied down, restricted, relatively impotent by the standards that had gone before. Madison said, "What is government after all but the greatest of all reflections upon human nature. If men were angels," he said, "no government would be necessary." And if governors were angels, with all due respect, we wouldn't have to restrict their power. But Madison went on "men are not angels, and so we must have government, and governors are not angels, so we must restrict their power." Hence the constitutional system. But he concluded, much more importantly than that. He said we have staked the whole future of our American civilization not upon the power of its government—far from it. We have staked the whole future of our American civilization upon the capacity of mankind for self government.

Self government. You say, well, that means voting, registering, being active politically. That is only one of the important by-products, my friends. Madison meant what he said. The future of this country depends upon the capacity of its citizens to govern themselves, to

control themselves, to restrain themselves, under the Ten Commandments of God. If you can control yourself, if you can keep your hand out of your neighbor's pocket, and your elbow out of his ribs, if you can carry through life a moral consciousness of your duty and his rights, then you can afford the great luxury of a strictly limited civil government. But if you abdicate that personal responsibility, if you shuffle it off, pass it on to the community, to the state, or the nation, when you ought to assume it yourself, then you are inviting the terrible alternative intoned by William Penn a hundred years before the Declaration of Independence was written. Over here in Pennsylvania this wise and pious old Quaker said, "Those men who will not be governed by God will be ruled by tyrants." Let me repeat, those men who will not govern and control themselves according to the mandates of God, will be ruled by despotism. When God goes out of any civilization a vacuum is created that sucks in a tyrant to take God's place. That is why every despotism in the history of the ancient and the modern world is an atheism. It is not for nothing that Communism is materialistic. It is not for nothing that Hitler was anti-God. Despotism can not go into competition with God, because it is God that debases government to the level of a servant rather than a master.

Big Government—Little People

You want to restrict the swelling of the state? Do you know what makes the state swell? The state swells because the people shrink. Big government means little people. Only big morally strong people can afford the great luxury of a strictly limited government.

Oh, I tell you private enterprisers, you people who are interested in American liberty, there is a vicarious relationship between the shrinkage of the state and the inflation of the citizen. You must do both things. We have got to propagate a wide sensibility to the importance of self control, self sustenance. The morale of American self-government is simple. It is according to the natural law. A man is supposed primarily to govern, to control, and to sustain himself. And then when he totters he reaches out to the next, to the nearest unit of society, which is his family. And his family supports him, sustains him. And then when the fam-

ily totters, he reaches out to the next, the adjacent, the most proximate unit of society, the immediate community, the county, the city, and then finally to the state of Connecticut, or of Indiana. And ultimately, and as a last resort, as a protection, from international collision, the federal government. That was the rationale of American self government, as it moved out from the individual ultimately to the United States of America.

Just as we have reversed our reactions, the fire in government in the last 175 years, so also have we reversed this primary concept of government. When the individual wavers today he doesn't think about the family, the community, the city, the county, he thinks about the federal government. He puts the cart immediately before the horse. He reverses our historical processes, he revamps the whole structure of our constitutional system, and he perverts it. . . . He risks his utter and his complete destruction.

Freedom Stems from Basic Convictions

These are primary considerations. These are not panaceas for any of the ills that afflict our society tonight. These, however, are the convictions without which you cannot produce freedom or peace in America or in the world. These are the convictions which lay at the four cornerstones of this republic. Have you ever thought about what is responsible for every bit of production that is represented in this room? Everything produced on every assembly line in Connecticut and in America proceeds from a blueprint, and where does the blueprint come from? Basic mathematical certainties—two and two is four. If there was any doubt about the sum of two and two tonight, if anybody should shatter your confidence in the fact that two and two is four, you would immediately undermine every productive process in America and in the world. Industry and production on the physical side proceeds from convictions. It doesn't proceed from doubt and debate and agnosticism. By the same token, how do you expect to construct the shelter for peace and freedom here or in the world without basic convictions to start with. Two and two is four on the mathematical side. These four basic convictions are true on the political side. These basic two and twos are at the base and bottom of the American republic.

Need for Study and Advertising of Our Freedom Foundations

Last April the American Legion, at the tail end of a number of other resolutions I read in the paper, passed a very simple resolution, and undoubtedly it was unnoticed, perhaps by the people who voted for it as well as by the people who read it. But it had, in its potential, the possibility of regenerating America. The resolution said in substance this, "Whereas the structure of American freedom is attacked by forces here at home; Whereas the independence of the United States is attacked by other, and in many instances, the same forces here at home; And whereas the Declaration of Independence and the Constitution of the United States constitutes a hallmark in the foundation of an inspired and devoted patriotism; Whereas these two documents are the rationality of American freedom and American independence; Therefore, be it resolved that we encourage the widespread distribution and universal study throughout the United States, of the Constitution of the United States and the Declaration of Independence."

There it lies, since last April. Here, my friends, is a dynamic, which I wish groups like this would inquire into, and implement, and encourage. We don't need lengthy volumes of treatment about the American way. We need to get back to basic. We need a revival of the great spirit of simplification and animation of the men who founded this republic. We need to know what the Constitution means in terms of our personal and property protection, because if it is withdrawn, if it is shriven or subverted, great holes appearing in its walls, the despotic fires will come through and destroy us, just as they have destroyed the property of the United Fruit Company in Guatemala.

May I suggest, in all modesty, and earnestness, that you men give some thought to advertising the business of the Constitution of the United States. Here is something that you might put on one of your billboards occasionally. It was an expression made by a great President of the United States 40 years ago, at what we might call the twilight zone of American understanding. It was taken then as a commonplace. It is still true. Woodrow Wilson, back in 1912 said "the history of liberty is the history of the limitation of governmental power. When we resist," he

said, "the concentration of governmental power, we are resisting the processes of death, because a concentration of governmental power is what always precedes the death of human freedom."

Complacency Breeds Concentration of Government Power

According to that formula, what is the state of human freedom in the world today? Ladies and gentlemen, have you ever stopped to realize that the new great president of these United States holds in his hands tonight, by virtue of his office, the greatest concentration of power to be found in the hands of any man outside of the iron curtain. That is a startling, but nevertheless a true fact. And Wilson said, "a concentration of governmental power is what always precedes the death of human freedom." How did this power get into the hands of the presidency? Joe Stalin got his power by wading through the blood of his victims. The great immeasurable, and almost limitless power of the presidency today gravitated there because of the irresponsible complacency of the American people and the states of this union. And there it is.

And now, let me read you another quotation by another great president of another great university, made a few years ago. Here it is. "If we allow this drift toward central government to continue, then private property will also be drawn into this federal government, and then we will have to have dictatorship in order to manage such a huge establishment." That was said by Dwight D. Eisenhower, when he was President of Columbia University in 1949. I hope that the great President has Wilson's quotation on one side of his desk, and his own warning words on the other. Because it is as true now as when it was said, that a concentration of governmental power is what precedes the death of human freedom.

Our Constitution Frustrates Communistic Control

You don't believe that? Then, let me briefly recount what was told to me at Notre Dame a few years ago by a repentant, I am sure, but nevertheless completely notorious ex-Communist. He came there fresh from the flesh pots of the Daily Worker. I tried to

squeeze him dry of all of the information that I could about this nefarious conspiracy of which he had previously been an integral part. He said, do you know what frustrates the Communist conspirator in the United States? Was it the manufacturers association, the American Legion, the F.B.I.? No. He said the Communist conspirator is frustrated by the Constitution of the United States of America. And how is that? The Communist formula for conquest is simple, he said. First they capture the police, and then through the police they terrorize the ballot boxes, and then the voters, in terror of the police, vote the country into Communism. A few years later I saw that formula applied, and so did you, to fifteen formerly non-communist nations containing six hundred million people. Since the end of World War II, six hundred million people, fifteen separate nations, have lost themselves behind the iron curtain of Communism. And how were they captured, by bombs and battleships and marching men? No, by the police, the ballot box, the iron curtain. First, control of the police is centralized. In Czechoslovakia the Minister of the Interior was a Communist, and then the police were communized, then the ballot boxes terrorized. And so in Bulgaria, in Rumania, Hungary, all of the fifteen nations. But in the United States, when the conspirator looks for the police, when he looks for the Ministry of Police, which he expects to have occupied by some saboteur, where does he find it, in Washington, as he found it in Czechoslovakia? He finds the police in 48 separate constitutional jurisdictions called states. He finds the control of the police further subdivided in the villages and townships and counties. The police are not centralized, ready for the kill. The police, and the control over the police are dispersed, by the language of the Constitution.

And then he looks for the ballot boxes. Are they controlled by a minister in Washington, ready for uniform regulations and qualifications and controls? He finds the ballot boxes, the voting control in 48 separate constitutional jurisdictions called states. Voting is a state matter, under the Constitution of the United States. And then finally, the land. The land, and the property which the Communist conspirator wants, as the first act of the new government to confiscate and distribute from the kulaks to the proletariat. Where does he find property and land?

Does he find that concentrated in Washington under Alger Hiss, or his opposite number? He finds land, property, and the control of property and land in 48 separate constitutional jurisdictions called states, dispersed, decentralized, unconcentrated. The Communist conspirator in 1953 is frustrated, not by you or me, or by counter-intelligence, or by the Pentagon. The 1953 Communist conspirator is frustrated by the foresight of the founding fathers exerted in 1789.

That should give us pause, in these days of our frantic efforts to resist Communist conspiracy on every front. That should be a lesson to us, my friends, to insist upon the dispersal, the disintegration of this concentrated control, which is made to order for the success of every materialistic, despotic conspiracy that the world has ever seen. This Communism is not a philosophy of empty bellies or hungry men. It is a matter of control. They move into a highly industrialized, high-standard of living country like Czechoslovakia just as readily as they move into China. You get the powers tightly concentrated for the Communist, and he'll take them over. Your best protection against the success of his nefarious conspiracy is to keep the powers dispersed. Our best protection against Communism is a revitalized states rights constitutional doctrine and practice. This puts an entirely new concept into this ancient doctrine of states rights. It brings it up to date. It should alert you and alert me to the necessity for maintaining firm and strong these constitutional protective walls. We must do more than talk about it. We must exert effort to decentralize every power that we can, to retain at home every power that we can conceivably exercise, and the sources of revenue that go with it. We must become self-conscious as individuals and as communities. We must resist this tendency, this subversive tendency to further centralize and concentrate power, which is the prelude, as Wilson said, to the destruction of human freedom.

A Hole in Our Constitutional Wall

Now I want to call your attention to something that has to be done quickly. A wide hole has been broken through the wall of your constitutional protection by an entirely new medium. Unfortunately, our courts for the last 25 years have construed treaties to be

the supreme law of the land. States rights are being destroyed by treaty law. A California court recently decided that its land laws had been changed by the United Nations Charter, a treaty. Another California court decided that its marriage laws had been changed by the United Nations Charter, a treaty. And then the climax came, gentlemen, in the steel case, which I mentioned at the outset. Sure, we differentiated our system from Guatemala by a decision which returned these mills to their owners, and which resisted the seizure by the executive. But there was a dissenting opinion in that case, which many of us didn't even read. A decision written by the late lamented Chief Justice of the U. S. Supreme Court, and concurred in by two Associate Justices. A decision which said that the Presidential seizure of the steel mills was proper, and legal, and by virtue of what? This decision held in substance that the United Nations Charter and the North Atlantic Pact had given the President the right to seize and hold these steel properties, the Bill of Rights and the Constitution to the contrary, notwithstanding. Do you see any Guatemalan reverberations in that holding? Just two Justices short of revolution. Not on account of treaties yet to be ratified, of which there are some two hundred awaiting ratification, not according to some treaty ground out of the International Labor Organization which would socialize industry, repeal the Taft-Hartley Act, completely communize the insurance business and strip from you every shred of constitutional protection that you have, literally, 200 of them awaiting ratification by the Senate.

One Court Decision Can Destroy Our Independence

I am not talking about those menacing treaties, I am talking about treaties already ratified, and subject to construction by the court today or tomorrow. I tell you, it only takes one decision to completely transfer the independence of the United States to some foreign government. We have it upon the authority of John Foster Dulles at Louisville, at a bar association meeting, which I attended, and at which I heard him speak. He said, "treaties can transfer power from Congress to the President, or from the state to Congress, or to some international bodies, and treaties," he concluded, "can cut across the rights guaranteed to the

people of this Country by the Constitutional bills of rights." Do you want that done? Well then I urge you to give your support as individuals and as an association to Senate Joint Resolution No. 1, of which the distinguished Senator Purtell is one of the authors. Senate Joint Resolution No. 1, popularly known as the Bricker Amendment, which would plug this hole in the walls of our constitutional protection, which would make any treaty which violates the Bill of Rights void, which would make any treaty which transfers rights from the states to the federal government, or to a foreign power void. That is the way the founding fathers intended it to be. That is the way it must be. This is a call for action—immediate action. Sixty-four United States Senators thought it was necessary. I hope they still think it is necessary. The passage of this amendment, and its ratification by the states should be the first order of our public business—your business—the protection of the Constitution. And please, please my friends, reverse the current of complacency which I observe all over the country. Please, please, don't cheer these appeals to the Constitution, but in the spirit of your patriotism, your courage and your honesty, and your interest in your posterity, do something about it.

Your Most Important Legacy

Let me tell you something in conclusion that happened to me a few days ago. I had a client, believe it or not, and what is even more remarkable, a paying client. For several weeks we had been trying to insulate this gentleman against the post-mortem inquisitions of the federal tax collector. We had drawn up trust funds, and wills, and insurance policies, and property settlements, and deeds—all the usual, made-to-order gimcracks that are calculated to give you some sort of lightning rod against the storm that is going to come. Well, the desk was piled high with documents, and my friend was signing them, with a smile on his face, even as he signed the check. I said, "John, you seem to get a kick out of this." He laid down his pen and said, "You bet your life I get a kick out of this. I'm an old man, I'm ready to admit it. I've been relatively successful. I've accumulated a little property. I have always known that unless I did something about it the government was

(Continued on page 48)



THE OLD-FASHIONED country store formed part of the exhibit of the New Haven Pulp and Board Co., which contrasted informal and unsanitary handling of food in an earlier day with modern packaging such as that produced in the firm's Connecticut plant for many national-brand products.

In the Show Window of New England

By HUGO T. SAGLIO, *Publicist*
Connecticut Development Commission

THIS brief word and picture sketch highlights, for the benefit of those unable to attend, the "show window" of Connecticut recently on display in the Connecticut Building. Increasing interest by larger audiences makes display space in this building a more valuable public relations tool each year.

the State Development Commission, which manages the building, were appropriately concerned with manufacturing in Connecticut. The big show ran the whole gamut from aviation to perfume and from wrenches to skirts.

WHEN an event in New England—or anywhere else for that matter—draws close to half a million visitors, it's time to sit up and take notice.

The event was the 1953 Eastern States Exposition which ran for eight days, September 20 to 27, on the 175-acre Exposition grounds in West Springfield, Mass. Establishing a new record, more than 457,000 persons passed through the gates to view the broad cross-section of the Northeast's economy represented by the hundreds of exhibits.

The vision of Connecticut industrialists who contributed more than \$40,000 to make the Connecticut Building possible was again emphatically confirmed. Some 375,000 of the visitors to the Exposition streamed through the state's colonial-style structure in which 17 exhibits served to pinpoint the Connecticut scene.

Attesting to the state's increasing industrialization, eight of the main exhibitors invited to be present by



A FEATURE of the 1953 Exposition was the presentation by Bigelow-Sanford to the State of Connecticut a broadloom rug with an inlay of the map of Connecticut. Presenting the gift is Walter H. Wieler, Jr., Personnel superintendent of the company (center). Accepting for the State are John J. Egan, State Labor Commissioner (left) and William H. Mortensen (right) chairman of the Connecticut Development Commission.



AMERICAN HARDWARE CORPORATION'S DISPLAY.

In the exhibit of the American Hardware Corporation, several of the firm's divisions displayed a complete line of hardware for the home, featuring security through locks. Emphasizing ease of installation, the company should have banished once and for all the only legitimate excuse for waiting until the horse has been stolen to lock the barn door.

In a glamor exhibit with a series of daily appearances by Miss Connecticut, who had just returned from Atlantic City, American Distilling and Manufacturing Co. of East Hampton brought its line of House of Hampton perfume to thousands of happily sniffing women. At the same time a miniature still on the premises quietly produced witch hazel, the company's other major product.

Meanwhile, Billings and Spencer of Hartford banged for attention in its own way. A small drop hammer, seven feet in height (1/6 actual size), stamped out miniature replicas of the company's Lifetime wrenches. A tiny electrically-operated furnace at the booth was used to heat the copper in the presence of spectators. The exhibit drew so much attention that the operator was periodically compelled to stop operating the hammer when the crowd of spectators threatened to jam the traffic through the building.

Another active exhibit was that of Emhart Manufacturing Co. of Hartford at which thousands stopped to see a Standard Knapp machine load bottles of a popular beverage into cases for shipping. A second feature of the Emhart exhibit was a complete display of squeezeable unbreakable bottles



BILLINGS AND SPENCER COMPANY display.

running all the way from fraction-of-an-ounce containers to the Paul Bunyan of the family, a thirteen gallon jug-like fellow who took a beating throughout the show. (The visitors were challenged to test his unbreakability with a four-pound hammer supplied for the exercise.)

General Electric Co. concentrated on its Connecticut-made products, featuring remote control switches, circuits, and wiring. Of chief interest to the spectators was its single switch, controlling nine outlets in different parts of the house. Transparencies of various rooms, front porch, etc. were lighted or darkened by the visitors' twist of the single remote control switch.

New Haven Pulp and Board Co. dramatized the contribution of packag-

(Continued on page 60)



UNITED AIRCRAFT CORP. display with 50th Anniversary of powered flight photo montage in background.



DISPLAY OF Emhart Manufacturing Company featuring products by its Standard-Knapp and Plax Company Divisions.



"I WANT THE DRUMSTICK, DADDY!"

Four months ago, Bob Jenks lay in a hospital bed . . . frightened and sick with worry. He had lost an arm in an accident at the plant. What, he wondered, lay ahead for him and his family?

He was surprised by what happened. He followed two thousand successful graduates through Liberty Mutual's Rehabilitation Center. After some drastic mental and physical adjustments, he learned to use and depend on his new "arm."

His machinist's skill has been transferred to welding, and he can do things with his electrode holder that the ordinary two-handed man cannot match. His pay is regular and ample.

It was a great day that first pay-

day. The whole family celebrated, and Bob proudly showed the carving skill of his new arm.

When a man like Jenks returns to work and normal living, everybody gains. First of all, he and his family gain. His employer gains when he keeps a loyal, experienced man. All compensa-

tion insurance costs are kept down.

Rehabilitation of men like Bob Jenks is part of Liberty Mutual's Humanics program. The complete program brings together all activities for preventing accidents and for reducing loss when accidents happen. All parts of the program — Industrial Engineering and Industrial Hygiene, Preventive Medicine, Rehabilitation and Claims Medical Service — are directed to cutting down loss in all forms.

This program can help you cut your compensation insurance costs. How . . . and how much . . . you can find out by calling or writing the Liberty Mutual office nearest you. Or write to us at 175 Berkeley Street, Boston 17, Massachusetts.



We work to keep you safe

For further information, call your nearest LIBERTY MUTUAL office

177 State Street — Bridgeport 3, Tel. 5-4161
10 Allyn Street — Hartford 3, Tel. 7-7131

65 Whitney Avenue — New Haven 5, Tel. State 7-3541
322 Main Street — Stamford, Tel. 4-7347
331 Main Street — Norwich, Tel. 9-1364

20 East Main Street — Waterbury 2, Tel. 5-2291
179 Wayland Avenue — Providence 6, R. I., Tel. Elmhurst 1-2200
And in 127 Other Principal Cities from Coast to Coast

NEWS FORUM

This department includes a digest of news and comment about Connecticut Industry of interest to management and others desiring to follow industrial news and trends.

ERNEST NUBER has been appointed sales manager, instrument division, of The Bristol Company, Waterbury, according to an announcement by H. E. Beane, vice president.

Mr. Nuber joined the Bristol sales engineering organization in 1929. He was made Pacific Coast manager in 1934, and later served for several years as export manager. In 1948 he was promoted to the position of Manager, Application Engineering Department.

★ ★ ★

A NEW four-page folder recently published by The Bigelow Company, New Haven, gives details on the company's new line of shop assembled, water tube boilers.

The bulletin includes a description of the Type H boiler, along with illustrations of the unit in process of shop assembly and finally completed. Advantages listed include the fact that the boiler is shipped, ready to operate as soon as service connections are made.

Also shown are dimension drawings and a table of capacities, dimensions and weights for ten standard sizes ranging from 8,000 to 30,000 pounds of steam per hour.



CONSOLIDATED INDUSTRIES, INC., West Cheshire, has announced the completion of a new die shop designed to help meet the aircraft industry's growing demand for aluminum, titanium and alloy steel forgings.

The new shop is said to provide approximately 4,100 square feet of additional floor space that will be devoted entirely to the production of special dies made to forge parts to

The Cover



THIS month's front cover is a photo of a roll of aluminum foil 2" wide by .00025" thick containing 1700 lineal feet, one of a wide variety of specifications of aluminum foil produced by Republic Foil and Metal Mills, Inc., of Danbury. Photo by Shea's Art Studio, Danbury.

customers' exact specifications. At the present time this space is occupied by eleven of the latest type Pratt & Whitney Plain and Universal Die Sinker, representing only a part of the die sinking equipment that will eventually be installed.

An interesting feature of this installation, and one in keeping with Consolidated's stated policy of providing for future changes and additions to keep up with the latest advances in die sinking techniques, is the use of Flex-A-Power Overhead Busway, manufactured by Trumbull Electric Division of General Electric Company.

★ ★ ★

HOW THE SERVICES of certified public accountants may be profitably utilized by small businessmen is explained in a new booklet announced recently by the Small Business Administration.

MANUFACTURERS OF PAPER SINCE 1850 - FOLDING BOXES SINCE 1895

ROBERTSON · PAPER · BOX

COMPANY · INCORPORATED

MONTVILLE · CONNECTICUT

NEW YORK · 420 LEXINGTON AVENUE — BOSTON · PARK SQUARE BUILDING

The fourteen-page booklet, "Public Accounting Services for Small Manufacturers," is the fifth of a series on the management of small business, and is available from the U. S. Superintendent of Documents, Washington 25, D. C. for 15 cents a copy.

Other pamphlets in the Small Business Management Series available

through the Superintendent of Documents, are: "An Employee Suggestion System for the Small Plant," 15 cents; "One Hundred and Fifty Questions for a Prospective Manufacturer," 20 cents; "Human Relations in Small Industry," 25 cents; and "Improving Materials Handling in Small Plants," 20 cents.



Do You Overlap?



It's the most popular golf grip . . . and one with several advantages. Pros point out that overlapping welds the hands together . . . permits good control of the club . . . helps synchronize "break" of wrists at impact.

Overlapping may strengthen your golf game, but it weakens your company's insurance coverage. When policies overlap, your company pays the penalty in unnecessary premiums or even uncollected losses.

An insurance "pro" can analyze your policies . . . discover uninsured hazards . . . correct errors and omissions in your coverage.

For many years K. M. Vreeland Co., insurance consultants and managing general agents, have been providing Connecticut industry with better coverage at less expense. Cost of their services is generally more than offset by savings they're able to effect . . . while providing better protection.

Why not call on them? They'll be glad to discuss your problem and make recommendations.

K·M·V

K. M. VREELAND • INSURANCE

75 PEARL STREET • HARTFORD • CONN.

Tel. 5-1474

IN A REPORT to stockholders recently, Doman Helicopters, Inc., Danbury, made public the licensing of Hiller Helicopter, Inc., of Palo Alto, California, to produce the Doman H-31 for the U. S. Military.

Glidden S. Doman, president, pointed out that selectivity as to models is a controlling factor in current helicopter procurement and that Army interest in Doman's YH-31 had increased to the point where production capacity was the predominant question controlling its selection for major procurement.

The decision to license Hiller was made to minimize the time required for a larger military production. They have been granted a non-exclusive license to produce H-31 only for the U. S. Government. The agreement will exist for the military life of the H-31 and provides for payment to Doman a favorable royalty rate on sales by Hiller.

★ ★ ★

THE APPOINTMENT of Richard W. O'Donnell as area development manager for the Hartford Electric Light Company was announced recently by President K. P. Applegate. The new section draws together activities presently carried on in several departments.

The activities of the area development section will include study and promotion of the commercial and industrial resources of the eleven communities served by the Hartford Electric Light Company, and cooperation with groups and organizations.

Mr. O'Donnell became affiliated with the Hartford Electric Light Co. when the Simsbury Electric Company, of which he was business manager, was merged with the Hartford company in 1940.

★ ★ ★

THE APPOINTMENT of Edwin H. Schmitz as general manager of Wilcox, Crittenden & Company, Middletown, has been announced by Phelps Ingersoll, president of the marine hardware manufacturing concern.

Mr. Schmitz has been associated with Standard-Knapp Division of Emhart Manufacturing Company, in Portland. He was born in Jersey City, New Jersey, and is a graduate of Massachusetts Institute of Technology, where he received a Bachelor of Science degree in Chemical Engineering Administration.

HARTFORD*Special*

...the best buy in the long run

**AUTOMATIC DRILLING & TAPPING
MACHINES****AUTOMATIC THREAD ROLLERS****"SUPER - SPACERS"****DIE POLISHING MACHINES****General Contract Machine Work****THE HARTFORD SPECIAL MACHINERY CO.**
HARTFORD 12, CONNECTICUT**THE HENRY SOUTHER
ENGINEERING CO.****Engineering & Chemical
Service****Water Purification****Industrial Waste Disposal****Research Facilities for
Industry**

Hartford,

Conn.

THOMAS W. HALL COMPANY

INCORPORATED

Stamford, Connecticut**Printing, Newspaper
& Lithographing Machinery
Paper Converting Equipment
Job Presses, Gallies &
Cabinets
Proof Presses, Balers, Cutters**

Following his graduation he did construction and operations work with Sinclair Refining Company in Pennsylvania and Texas. He was next associated with the Riley Stoker Corporation, specializing in the field of steam generation and fuel burning equipment for public utilities and industrial power plants. He also served as director and vice president of C. H. Sprague and Son Co., Boston, and director and treasurer of Union Fork and Hoe Company, Columbus, Ohio.

★ ★ ★

CLAIMED to be the biggest improvement in a bit gauge ever offered, the new No. 47 Bit Gauge just released by Stanley Tools, New Britain, is said to be fully adjustable, will not mar surface of work, and has no parts to lose.

The clamp is quickly attached to the shank of any auger bit 3/16 to 16/16 sizes. The spring is then adjusted for correct depth of hole desired. When the predetermined depth of the hole is reached, tip of the spring contacts the surface of the wood. If boring continues, the spring bends, but will not mar the surface.

The company has also announced the development of the No. 126F Green End folding wood rule, third in a series featuring a revolutionary type of marking pioneered by Stanley —sticks which open to even numbers only.

★ ★ ★

AT OAKDALE TAVERN recently, a dinner was held by the members of the 50 Year Club of R. Wallace & Sons Mfg. Company, Wallingford, in order to welcome Miss Emma Dray as a member of the group. This meeting marked the eleventh get-together of the club since it was organized in 1945.

John W. Leavenworth, Sr. acted as toastmaster and presented the 50 Year awards. Donald L. Leach, chairman of the board of directors, addressed the group.

★ ★ ★

FARREL - BIRMINGHAM COMPANY, INC., Ansonia, has announced that Robert L. Stockus has joined the firm as assistant manager of the company's rolling mill division headed by George F. Schaefer.

Mr. Stockus was formerly sales manager of Armzen Company, Waterbury. He attended the University of Alabama and later received his degree in Mechanical Engineering from Carnegie Institute of Technology.

Ideas
SurveysPlans
Promotions**RICHARD S.
WINSHIP**
NEWTOWN, CONN.

★

*Sales and
Merchandising
Consultant***S-E-MUCHEMORE ASSOCIATES**
CONSULTING ENGINEERS19 River Street
Stamford, Connecticut**INDUSTRIAL—STRUCTURAL
MECHANICAL—ELECTRICAL
AIR-CONDITIONING****INVESTIGATIONS—REPORTS
DESIGN & CONSULTATION
ON INDUSTRIAL PLANTS**

Serving Industry for 25 years

CHASE*the Nation's Headquarters*
**for BRASS &
COPPER****CHASE BRASS & COPPER CO.**
WATERBURY 20 CONNECTICUT



AIR IMPELLERS
for heating, cooling and ventilating equipment

SPRING COILERS
for makers of precision springs used by industry

AUXILIARY MILL EQUIPMENT
for processing ferrous and non-ferrous metals

THE TORRINGTON
MANUFACTURING COMPANY
TORRINGTON • CONNECTICUT

FOR SALES PROMOTION AND ADVERTISING

Art ILLUSTRATING • LAYOUT
LETTERING
RETOUCHING
CATALOG AND BOOKLET DESIGN

Photography
PHOTOS FOR ADVERTISING
COMMERCIAL PHOTOGRAPHY

Printing Plates

LINE • BENDAY • COLOR
HALFTONE • FOUR COLOR PROCESS

PHONE 2-0193
THE GRAPHIC ARTS CO.
172 HIGH STREET HARTFORD, CONN.
SERVING CONNECTICUT INDUSTRIES SINCE 1904



HAMILTON STANDARD Division of United Aircraft Corporation, Windsor Locks, took delivery of a 750-gallon pumper recently. L. to r.: Herman Maynard of A. T. Robinson Company, Cambridge, Mass., turns ignition keys over to H. C. Owen, Hamilton Standard plant protection supervisor; while A. A. Sharp, divisional fire chief, and Henry A. Earsy, fire marshal, United Aircraft Corporation, look on.

G. F. HEUBLEIN, INC., Hartford, has purchased the Maltex Co. of Burlington, Vermont, it was announced recently by President John G. Martin.

The Vermont firm, which is engaged in the manufacture and distribution of breakfast cereals, will be known as the Maltex Division of the G. F. Heublein Co. The Maltex Co. was organized in 1899 under the name of Malted Cereals Co. In 1920 the firm was acquired by F. H. Shepardson and his son from the estate of William J. VanPatten. S. W. Shepardson, former president and owner of the firm, will remain in charge of its operations.

★ ★ ★

A NEW AND EXPANDED line of watering accessories for 1954 was demonstrated for the sales force of the Green Spot division of Scovill Manufacturing Company, Waterbury, at a two-day sales meeting of the division,

held recently at Hershey, Pennsylvania.

S. M. Main, sales manager, told the group that "the Green Spot line will offer consumers a one-stop service never before available. A new retail display rack will show everything a homeowner needs for lawn and garden watering, ranging from rubber washers to a complete line of sprinklers and accessory items."

Focal point of next year's sales effort will be built around the theme of "water management" which will be backed up through consumer advertising in *The Saturday Evening Post* and *Sunset*; a new booklet on "The Right Way to Water Your Lawn and Garden" for free distribution to customers, and a watering chart which will show homeowners the most efficient methods for watering lawns and gardens.

★ ★ ★

B. FRANKLIN CONNER, president of Colt's Manufacturing Com-

FASTER! EASIER! CHEAPER!

TO INSTALL Unlimited convenience outlets in a continuous run — for homes, offices, factories, schools, hospitals, hotels — any building, new or old!

PLUGMOLD 2000

Write today for new Plugmold 2000 booklet!

THE WIREMOLD COMPANY · HARTFORD 10, CONN.

Get ALL the economy of centralized dictation!



1. You dictate over the special phone... no waiting for a steno.



2. Many dictators served by one central recorder and operator.



3. Letters come back faster for signing... time and work saved!



PhonAudograph advance features make dictation-by-phone practical!

Only PHONAUDOGRAPH has these built-in benefits!

1. Privacy of dictation... other phones "locked out" against eavesdropping.
2. Unlimited listen-back... to all or any part of your previous dictation.
3. Same-line communication with the operator for special instructions.
4. Simpler push-button controls which anyone can use without practice!

Dictation *by telephone* can be the greatest money-saver in your office today! It cuts dictation and stenographic time in *half*... speeds correspondence... gives you fastest signature service.

But experience shows that the *success* of telephone dictation depends on the key features listed at the left—features which give you "*full control*" over your dictation—assure you of all the cost-cutting benefits of this new method.

These are the exclusive *advance* features of the amazing Gray PhonAudograph—*proved* in important installations from coast to coast. Mail the coupon for the complete story!

Gray
PHONAUDOGRAPH
"FULL CONTROL" TELEPHONE DICTATION

PHONAUDOGRAPH and AUDOGRAPH (individual dictation instrument) sales and service in 200 U. S. cities. See your Classified Telephone Directory under "Dictating Machines." Canada: Northern Electric Co., Ltd. Abroad: Westrex Corp. (Western Electric Co. export affiliate) in 35 countries. Made by The Gray Manufacturing Company—established 1891—originators of the Telephone Pay Station.

TRADE MARK "AUDOGRAPH" REG. U. S. PAT. OFF.

The Gray Manufacturing Company
Hartford 1, Conn.

Please rush your new free booklet I-11 on how to save time, work and money with PhonAudograph dictation.

NAME _____

FIRM _____

ADDRESS _____

TITLE _____

CITY _____





• CREATORS AND PRODUCERS OF ADVERTISING AND
PRINTING FOR SALES PROMOTION • DEALER AND
DISTRIBUTOR MERCHANDISING PROGRAMS • ILLUS-
TRATING, LAYOUT, COPYWRITING • SALES AND
ADVERTISING COUN-
SEL • DIRECT MAIL
ADVERTISING.

For some interesting developments
in sales promotion . . .
CALL HARTFORD 9-3378

THE TAYLOR & GREENOUGH CO.

20-30 BEAVER ROAD
WETHERSFIELD 9, CONN.

Judge for Yourself

what this remarkable product
can do for you in your own plant.

FREE TRIAL of Money-Saving

Thermo-Cote

THE STRIPPABLE PLASTIC ARMOR FOR METAL
PARTS AND PRODUCTS

Protects against costly losses due to corrosion, and
abrasion of metal parts in shipping, manufacture
and storage. Preserves product appearance. Permits
inspection without unwrapping. Saves shipping
weight, space, and wrapping cost. Economical . . .
low-cost and reusable!

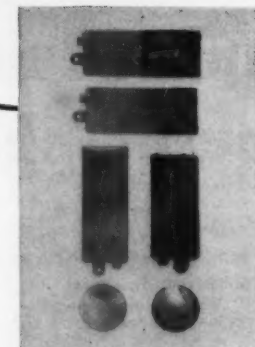


Dip . . . it's on! Slit . . . it's off! Just like that!



ERNST Biscoff CO., INC.

Plastics Division



Results of accelerated
corrosion tests on mild steel
panels exposed to 100%
humidity at 100°F. Areas
protected by THERMO-COTE
were unaffected.

Write for details and a
sample to test in your
own plant or send your
product to be Thermo-coted
and returned with
quotation on this manu-
facturing cost-saver . . .
Thermo-cote.

102 Main St., Ivoryton, Conn.

pany, announced that Mr. Alton K. Marsters, who recently joined the company as assistant to the president, has been appointed director of sales for all divisions. He succeeds Richard S. Havourd, who will assume other responsibilities.

As director of sales, Mr. Marsters will be responsible for all domestic and export sales and advertising for the company's small arms, autosan commercial kitchen equipment, and metal parts cleaning machines, plastics and fibreglas, and packaging machinery divisions, and also all sales promotions, business shows, competitive shoots, branch offices, etc.

★ ★ ★

COMPLETE INFORMATION on deburring, die and mold polishing, blending grind lines, scale removal, honing of cutting tools and pre-plating cleaning with both regular velocity and high velocity pressure blast wet-blasting equipment is now available in a new, fully-illustrated, eight-page booklet issued by The Cro-Plate Co., Inc., Hartford.

"Before and after" photographs depict actual case histories and sections of the booklet are devoted to automatic, high-production rate machines, abrasives and Metalgard, a new rust preventative to be used following wet blasting operations.

★ ★ ★

MYRON H. CLARK, of Andover, Massachusetts, associated for many years with the United States Rubber Company as general factory manager, died recently at the age of 72.

In 1946 Mr. Clark aided in organizing the Labor-Management Institute at the University of Connecticut, and at the time of his death was the Director of the Productivity & Technical Assistance Division of the Mutual Security Agency, Washington.

Born in Bedford, Massachusetts, Mr. Clark was graduated from Massachusetts Institute of Technology in 1903. He served as general planning manager of the Johns-Manville Corporation, assistant to the president, Crucible Steel Company; vice president, Reading (Penna.) Iron Company, and in 1927 organized the Boston management consultant firm which bears his name.

★ ★ ★

A SPEAKERS' BUREAU to serve social, church and professional clubs

in the Bridgeport area has recently been formed by the Raybestos Speakers' Club of the Raybestos Division, Raybestos-Manhattan, Inc., Bridgeport.

Evald Matson, founder of the club and class instructor, has procured ten graduates of his effective speaking class who have volunteered to provide this service. The Raybestos Speakers' Club was organized in February 1944 with the objective to promote "effective speech in industry." The members of the club are made up of the graduates of the speakers' classes which are held at the Raybestos plant. The classes are made available annually to all employees without cost. To date 235 employees have taken advantage of the course.

A folder, containing photos of the speakers and the list of their varied subjects is being mailed to all club presidents in the greater Bridgeport area.

★ ★ ★

THE PLUME & ATWOOD MANUFACTURING COMPANY, Waterbury, has announced the appointment of Russell E. Jacobs to the position of purchasing agent, succeeding Lawrence Bradford. Announcement was also made of the appointment of Edward G. Landers to the position of assistant purchasing agent.

Mr. Jacobs attended Torrington public schools before his employment at the Hendey Machine Company. He left Hendey during World War II to serve in the Merchant Marine. In 1947 he joined Plume & Atwood at the Thomaston Rolling Mill Division. In 1951 he was made buyer, working out of the Waterbury Fabricating Division, and a year later was advanced to the position of assistant purchasing agent.

Mr. Landers has been employed by Plume & Atwood for the past thirteen years.

★ ★ ★

THE EXCEPTIONAL SERVICE AWARD, the highest honor the military can bestow on a civilian, has been received by Frederick B. Rentschler, founder of Pratt & Whitney Aircraft, and chairman of the United Aircraft Corporation, East Hartford.

Harold Talbott, Air Force Secretary, made the presentation for the United States Air Force at a luncheon given in connection with the annual convention of the Air Force Association in Washington.

The citation accompanying the medal said that Mr. Rentschler has "distinguished himself by rendering exceptional service to the Air Force and his country over the past forty years as a pioneer in the development, research and manufacture of aircraft engines. . . ."

THE B & L TOOL AND MACHINE CO., Plainville, has appointed John A. Reilly, Jr., as manufacturer's agent for "Mr. Blister," the electric paint remover manufactured by the Plainville firm.

Mr. Reilly's exclusive territory covers all of New England except Fair-



*Ask for
this
Booklet*

and

... learn the advantages of our PROFIT-SHARING PLAN

A Profit-Sharing Plan with retirement benefits differs from the usual type of pension plan, in that a company does not have a fixed financial commitment to meet each year. Such an arrangement provides greater flexibility because the earnings picture may not be constant.

The Connecticut Mutual, one of the pioneer companies in the field of pension and profit-sharing trust plans, is offering a book, "A Profit-Sharing and Retirement Plan," which describes how a Profit-Sharing Plan operates. The advantages of such a plan to a company and to its employees are outlined and several actual cases are illustrated.

Whether your company already has a pension or profit-sharing plan, or whether you have been giving consideration to the adoption of such a plan, we believe you will find this book of interest. Return the coupon for your copy. There is, of course, no obligation.

The Connecticut Mutual
LIFE INSURANCE COMPANY - Hartford

2LV53

RALPH H. LOVE AGENCY

75 Pearl Street Hartford, Conn.

Please send me a copy of your free booklet describing the Profit-Sharing Plan.

NAME _____

STREET AND NUMBER _____

CITY _____

STATE _____

FOR BUSY EXECUTIVES with long CHRISTMAS LISTS



COOK-ette

**A GIFT ANY MAN WILL WELCOME
IDEAL FOR CUSTOMERS,
PROSPECTS, ASSOCIATES**

Can't think of what to give your customers and business associates this Christmas? Here's the perfect solution to your business gift problem — Cook-ette, a portable grille which will delight every amateur chef and outdoor cooking enthusiast.

The proud receiver of a gleaming, stainless steel Cook-ette can enjoy sizzling broiled meats in all seasons, both indoors and out. Cook-ette is portable and compact, yet has a large cooking area. It never rusts, uses any type of solid fuel, and gives tremendous heat with little fuel, thanks to its unique "Draft Diffuser" and parabolic firebox design.

**SHIPPED ANYWHERE IN THE
U.S.A., POSTPAID**

Order now for shipment postpaid anywhere in the United States...and write "Cook-ette" beside all those names on your list. We do the rest.



ORDER NOW!

Please enter my order immediately for..... Cook-ettes. Check is enclosed.

Up to 9 units, \$25.00 each; 10 or more, \$22.50 each; 25 or more, \$21.25.

☐ Ship postpaid to me at address below.

☐ Ship postpaid individually with my card (enclosed)

to names and addresses on attached list.

Name.....

Address.....

City..... State.....

THE OUTDOOR OVEN FIREPLACE CO.
870 Windsor St. Hartford 1, Conn.

APPROX

field County. His headquarters will be at 37 Sheridan Drive, Milton 86, Mass.

★ ★ ★

PRODUCTION FOR CIVILIAN
USE of a revolutionary new sound recording device, capable of delivering 24 and 48 hours of continuous, unattended high quality magnetic recording on either one or two channels of communication simultaneously on a single reel of tape, has been announced by Walter Niles, president of SoundScriber Corporation, New Haven.

The magnetic tape recorder-reproducer, as it is called, was perfected after several years of joint research and development by the U. S. Navy Bureau of Ships and engineers of SoundScriber Corporation.

Besides being the lightest, most compact continuous recording device ever perfected, Mr. Niles states, the equipment is able to record the exact time messages are received, by means of a printed time-scale on the three-inch-wide tape. The tape also measures elapsed time between recordings and allows fast place-finding, without an audible search.

Its commercial applications, which have been tested during the past year, include radio program monitoring, commercial airline communications, police broadcast copying, fire alarm recording, and press and business recording where exact reproduction is of great importance.

ALFRED W. CAVEDON, secretary-treasurer and manager of the Aldon Spinning Mills Corporation, Talcottville, has recently purchased the Belmont Woolen Yarn mills of Woonsocket, Rhode Island.

Mr. Cavedon revealed that he will continue to operate the Woonsocket mills under the present management. He is the former president and secretary of the Falls Yarn Mills of Woonsocket.

★ ★ ★

WALTER A. W. STEWART, assistant treasurer of the Merrow Machine Company, Hartford, died recently at his home in West Hartford. Last December Mr. Stewart completed 61 years of service with the company.

He is survived by a daughter and two sisters and three grandsons.

★ ★ ★

GLIDDEN S. DOMAN, president and chairman of the board of directors of Doman Helicopters, Inc., Danbury, has announced the appointment of Ralph E. Jennings as Executive Vice President. Mr. Jennings will assume the responsibilities and management control over the commercial domestic and foreign markets division.

This is in accord with Doman's plans to continue the expansion of its commercial production to meet the ever-growing demand for a helicopter with sufficient profitable payload.



WALTER J. NILES, president of the SoundScriber Corporation, dictates a message on the company's new 24-hour tape recorder.



DICTAPHONE CORPORATION, Dept. CI-113
420 Lexington Ave., N. Y. 17, N. Y.

I would like:

- ☐ My free copy of descriptive folder, "Success."
☐ A TIME-MASTER demonstration with no obligation.

Name _____

Company _____

Street _____

City & Zone _____ State _____



A coupon for executives who still want to grow

Whether you are j.g. or top brass, this tiny piece of paper may change an important part of your business life.

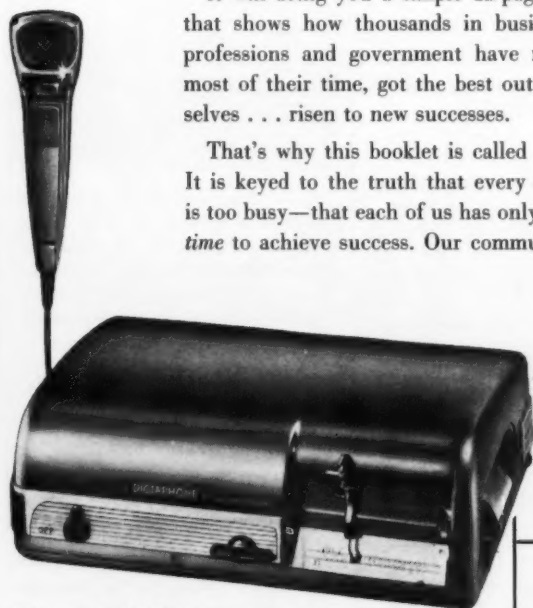
It will bring you a simple 12-page booklet that shows how thousands in business, the professions and government have made the most of their time, got the best out of themselves . . . risen to new successes.

That's why this booklet is called SUCCESS. It is keyed to the truth that every executive is too busy—that each of us has only so much time to achieve success. Our communications

suffer—yet the thinking business world agrees that effective *personal* communication is what pushes men ahead.

This booklet tells you how hundreds of men faced with this problem have found the time to grow—to project themselves, their personalities and their ideas.

It takes only 30 seconds to fill in the coupon—and only 9 minutes to read the SUCCESS booklet. So—please get it on the way to you via your personal coupon. NOW! Naturally, it puts you under no obligation.



The new Dictaphone TIME-MASTER "5" . . . latest, lightest, finest model of the world's most popular dictating instrument.

DICTAPHONE®

makers of the TIME-MASTER
 America's #1 dictating machine



IT'S SAID—

AND DONE!



COMPLETE PROTECTION AGAINST
ATHLETE'S FOOT
at moderate cost!

IMPROVED ALTA-CO POWDER

Refinements and improvements in essential ingredients and production methods make Dolge's famed ALTA-CO more quickly soluble, more agreeable generally and better to handle. Dissolved economically in water for the all-important foot bath, ALTA-CO kills in less than a minute all different species of fungi commonly found in Athlete's Foot. Non-irritating; harmless to towels.

ALTA-CO FOOT POWDER

For dusting feet after shower or other exposure to moisture.

H.D. FUNGICIDE FLOOR WASH

Diluted 1 to 300 in water, this powerful wash provides additional protection against Athlete's Foot on surfaces where fungi are commonly found.

Ask your DOLGE SERVICE MAN about money-saving offer on the DOLGE FOOT TUB.

For **FREE SANITARY SURVEY**
of your premises consult your
DOLGE SERVICE MAN

dependable
DOLGE

WESTPORT, CONNECTICUT

ROGER SHERMAN

Specializes in

• **EQUIPMENT MOVING**

• **STEEL ERECTION**

• **CRANE RENTAL**

• **HAULING & RIGGING**

A great variety of equipment, well-trained personnel, and highly developed methods assure your complete satisfaction. Call today —

**ROGER SHERMAN
TRANSFER COMPANY**

469 Connecticut Blvd.
E. Hartford, Conn.

TELEPHONES

HARTFORD 8-2106

SPRINGFIELD 6-2177

NEW HAVEN, MAH 4-1160

ALBANY, N. Y. 3-1100

Mr. Jennings holds the rank of Vice-Admiral on the retired list of the United States Navy and served during World War II as Commander of the large aircraft carrier, "Yorktown."

★ ★ ★

LIQUID FABRIC MENDER, known as "Fix-So," has been introduced successfully throughout the nation as a product that mends, patches and darns without sewing.

The scientifically compounded liquid fabric mender is marketed in a collapsible metal tube, designed and manufactured by Sheffield Tube Corporation, of New London. The tube is white with red trim, and equipped with a long-nose cap in black which is easy to handle.

★ ★ ★

CONNECTICUT BUSINESS achieved its greatest velocity to date during the first six months of 1953, according to the records compiled by the Connecticut Development Commission.

The composite index of business indicators compiled by the Commission showed business activity 6.9% higher during the first half of 1953 than during 1952's first six months.

A Commission spokesman pointed out that the country had shown itself capable of producing both "guns and butter" and stated, "Connecticut, per person, did more than any other state, actual figures show, to make that possible." The state continues at the top in per capita production under war contracts, and at the same time turns out large quantities of civilian goods.

Among the plus factors in Connecticut's 1953 business gains was a booming construction industry, with building permits in June of this year running 16.9% above a year ago in number, and 57.1% higher in value. Industrial payrolls were up 8.4% over June a year ago.

★ ★ ★

F. W. BORCHERS has been appointed general sales manager of The Bristol Company, Waterbury, manufacturers of automatic controlling, recording, telemetering, and aircraft instruments, and socket screw products, according to an announcement by Harry E. Beane, vice president—sales.

Mr. Borchers joined the company's engineering organization in 1922 and in 1933 was appointed district manager of the company's Birmingham office. Two years later he became dis-

"Federal"
Wiping Cloths

**For Every Cleaning and
Polishing Job in Industry**

**Washed and Sterilized
in Our Own Laundry**

**Wiping Towel
Rental Service**

**Cheese Cloths
New and Washed**

TEL. NEW HAVEN LOcust 2-9929



MEMBER
MANUFACTURERS
ASSOCIATION OF
CONNECTICUT, INC.

**FEDERAL TEXTILE
CORPORATION**

EAST AND WATER STREETS
NEW HAVEN, CONNECTICUT

*"We enjoy doing
business with BARNEY'S"
says Roncari Construction*



Above: Handsome streamlined office furniture is part of the most recent installation made by Barney's for Roncari's Construction Co. in Windsor Locks. Roncari chooses Barney's as "a specialist who combines excellent service with finest equipment."

*Our Representative Will Call
Without Obligation*

Barney's
OF HARTFORD

EVERYTHING BUT THE SECRETARY!

450 Front St. Phone 7-8129 Est. 1930



BOXBOARD-

600 TONS

per day...

**ALWAYS AVAILABLE TO
INDEPENDENT BOXMAKERS**

Every day the Gair Boxboard Division places more than 600 tons of folding and set-up boxboards on the market.

This tonnage represents the entire production of three board mills and constitutes the largest supply and widest variety of quality boxboards available to independent boxmakers.



GAIR BOXBOARD

BOXBOARD DIVISION

ROBERT GAIR COMPANY, INC. • 155 EAST 44TH STREET • NEW YORK

COLONIAL

Industrial Ventilating and
Dust Collecting Equipment



Fans
and
Blowers

Unit
Dust
Collectors

We specialize in the design, manufacture and installation of complete dust collecting, ventilating, fume removal and conveying systems for industry.

*Our engineering staff
is at your service.*

Write or Phone

**THE
COLONIAL BLOWER CO.**

54 Lewis St.
Plainville, Conn.
Phone Sherwood 7-2753



trict manager of the Philadelphia office, and in 1946 district manager of the New York office. In 1948 he became assistant sales manager.

★ ★ ★

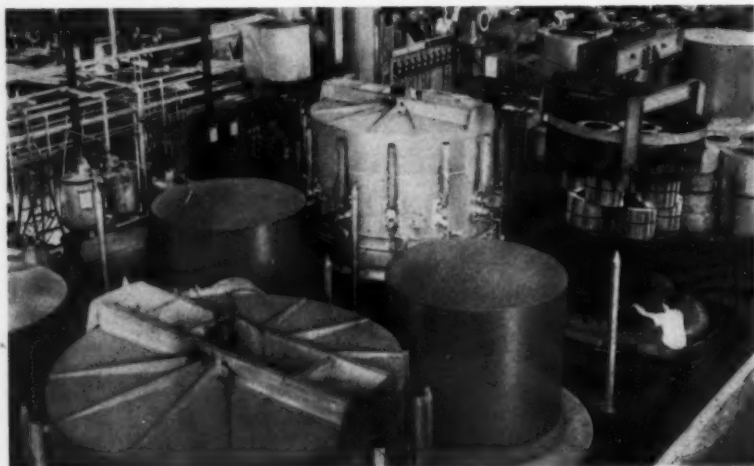
C. P. GOSS, vice president in charge of mill sales for Scovill Manufacturing Company, Waterbury, has announced that the company's new aluminum strip mill is now in production.

To demonstrate that its product has drawing qualities similar to those of its continuous-cast brass strip, Scovill operated a unique press at the National Metal Exposition in Cleveland last month. The press was operated to draw to similar dimensions cups from

tracer attachments, the BG-21 is said to have been specifically designed for electric tracer control.

Construction of the BG-21 is horizontal, thus providing the maximum support for the spindle head. Because the workholding table is stationary and the spindle head carries the cutter along the work, the movable weight is always constant. This horizontal construction allows chips to fall away by gravity plus a flood of coolant, gives the operator a better view of both the model and work being cut, and allows the workpiece to be of unlimited size.

The new machine can be obtained in five different sizes ranging from 4 ft. by 2½ ft. up to 10 ft. by 4 ft., plus special two-spindle models.



THIS IS PART of the new aluminum mill of Scovill Manufacturing Company, Waterbury. The aluminum is annealed in these furnaces in a nitrogen atmosphere after all oxygen, carbon dioxide and oil have been forced from the enclosure.

both aluminum and brass strips running side by side simultaneously.

One of the innovations introduced in the new mill is the use of furnaces, the first of their type, whereby all aluminum production is annealed under complete atmospheric control with a substitution of nitrogen for oxygen. The cold-rolled aluminum strip will be marketed under the name of "Truspec."

★ ★ ★

ANOTHER NEW automatic electric tracer controlled milling machine, the Keller type BG-21, patterned after the well known Keller BG-22, has been developed by Pratt & Whitney, Division Niles-Bement-Pond Company, West Hartford. Unlike machines using

FREDERICK U. CONARD, president of Niles-Bement-Pond Company, West Hartford has announced the election of J. Doyle DeWitt to the Board of Directors. Mr. DeWitt succeeds Hubert D. Tanner, who until his recent retirement was vice president of the company.

At the same time Mr. Conard announced the election of Louis Reiss as treasurer, succeeding Richard W. Banfield, who has been treasurer as well as vice president. As vice president, Mr. Banfield will devote full time to managing the company's Small Tool and Gage Divisions.

Mr. Ernest J. Meuten, who has been with the company for 25 years was appointed assistant treasurer and assistant controller.

HARRY W. HOLDSWORTH has been named advertising manager for the New Departure Division of General Motors Corporation, succeeding Carleton B. Beckwith.

Mr. Holdsworth entered the employ of New Departure in 1920 as a draftsman-designer in its mechanical department. Two years later he was assigned to writing technical literature on application of ball bearings. In 1933 he was named assistant advertising man-

ager, duties he fulfilled until becoming advertising manager.

A native of East Lansing, Michigan, Mr. Holdsworth was graduated from Michigan State College in 1913. He later studied at the Chicago Art Institute and Boston Museum Art School.



THE BURRITT MUTUAL SAVINGS BANK, New Britain, has an-

nounced the beginning of a series of industrial displays in the lobby that will demonstrate the finished products manufactured by New Britain industries.

The first in the series was a large display of products made by Landers, Frary & Clark in the famous "Universal" line.

The display included the entire Coffee-matic line, and the full array of vacuum bottles, vacuum cleaners in all



How to prevent them from eating up DOLLARS...

Certainly you want your employees to get all the good food they require. But it's dollars to doughnuts you don't want to waste food or money.

Slater System can do one of two things for you: Reduce costs substantially on your *present* quality of food and service—or *improve your quality substantially without increasing costs.*

As the largest and most efficient organization in the food service field (we are now serving half a million meals a day) we can cut costs or improve quality on every cup of coffee, glass of milk, slice

of meat and piece of pie served to your workers. Meal after full meal—your satisfaction will grow, and so will theirs.

Without cost to you, our plans engineers will be happy to re-evaluate *your* food service . . . give you a complete quality-comparison and cost-comparison survey . . . show you exactly what you will save or gain with our food service management.

How soon can we initiate such a study for you—with an eye to beginning operations in your plant cafeteria?

Slater System, Inc.

LOMBARD AT 25TH STREET, PHILADELPHIA 46, PA.

• Leaders in the Food Service Management Field for More than 25 Years

models, electric blankets, electric heating pads, lunch boxes, toasters, electric fryers and a full line of electrical appliances.

★ ★ ★

ALFRED W. BURG has announced his retirement as executive vice president of the Torrington Company, after nearly 37 years of service with the company.

Lester J. Ross, company president, announced that Mr. Burg will continue to serve the firm as a consultant.

★ ★ ★

A MERCHANDISING CAMPAIGN to stimulate self-service sales of padlocks, cabinet and drawer locks and related miscellaneous finishing hardware items in retail stores has been initiated by the Yale Lock and Hardware Division of The Yale and Towne Manufacturing Company.

The latest Yale & Towne marketing method consists of mounting individual low-cost hardware items on colorful bin cards for display in select-it-yourself bins in hardware, drug, sta-



MERCHANDISING PADLOCKS, cabinet locks and miscellaneous finishing hardware on self-service bin cards is latest Yale & Towne marketing technique.

tionery, variety and five-and-ten cent stores.

The use of bin cards for miscellaneous hardware products is designed to create impulse sales of these low-cost items in a physical selling area which has often been neglected by lock and builders' hardware manufacturers.

IN THE WAKE of the crippling fire which destroyed the transmission plant of General Motors Corporation at Livonia, Michigan recently, machine tool makers throughout the country are meeting the challenge to re-equip the plant in the shortest possible time.

One of these is the Hartford Special Machine Company, Hartford. Eight

TYLER EQUIPMENT CORPORATION HOUGH-*Payloaders* -*Tractors*

CONNECTICUT and WESTERN MASSACHUSETTS

251 SHAKER ROAD
EAST LONGMEADOW, MASS.
Tel. Laurel 5-3375

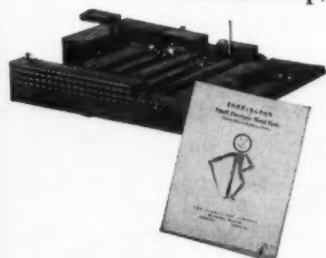
61 W. MAIN ST.
PLANTSVILLE, CONN.
Tel. Southington 8-7331



A Wide Variety

of small precision metal parts
from a single source...TORRINGTON

Whether you make toys, textile machines or tommy guns, if your products use small precision parts like pins, shafts, pivots, mandrels, punches or knives, TORRINGTON can make them quicker, better and for less than you can. Send your blueprints or a sample part for a prompt quotation. Eighty-six years of precision metal working assures you fine workmanship, prompt delivery, low prices.



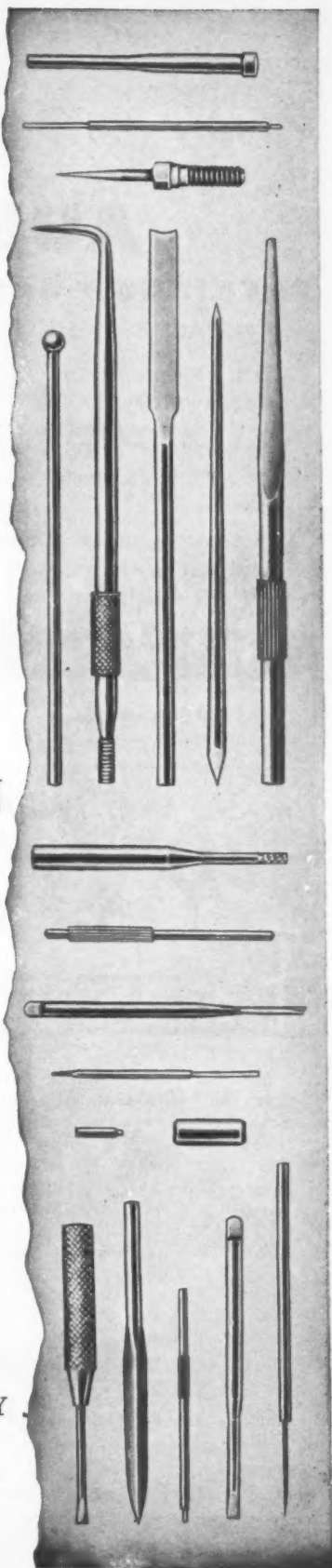
Get This Handy Guide to Small Metal Parts! Torrington's Condensed Catalog shows many typical parts that can be produced to your specifications in any metal. Write for your free copy today.

THE TORRINGTON COMPANY
Specialties Division

990 Field Street, Torrington, Conn.

Makers of

TORRINGTON *NEEDLE BEARINGS*



Serving Industry for 80 Years

AUBURN

PACKINGS • GASKETS • WASHERS

SPACERS SEALS SHIMS BUSHINGS

- It's Auburn for accuracy . . . Auburn for prompt delivery! Call Auburn when you want precision-made gaskets, washers, cut parts—your specifications or blueprints will be followed to a "T". We fabricate in many materials, including leather, asbestos, cork, rubber, cardboard, silicon, rubber, brass, aluminum, etc.
- Send us your specifications. Let our engineers study your gasket or packing problems and submit recommendations . . . without obligation.



AUBURN MANUFACTURING COMPANY

300 Stack St.

Middletown, Connecticut

Increase Your Product's "SELL"
with castings by FRITZELL



... made in one of Connecticut's
largest foundries

You can improve your product's sales, and performance after sales. Yes, you can help its ability to sell with castings by FRITZELL; porosity-free, uniform in mechanical and structural strength batch after batch; castings that give your customers satisfaction long after your sale is closed!

Many of America's finest products are made with castings by FRITZELL.



WRITE or PHONE for further information.

Pattern facilities available.

Why not trade on this experience to make *your* product better?

Fritzell's ability to make intricate, sand-molded castings since 1916 has earned the reputation "If nobody else can make it, send it to Fritzell." Improve *your* product's "SELL" with quality castings by FRITZELL!

FRITZELL

Foundry & Casting Co.

BRASS, BRONZE & ALUMINUM

CASTINGS SINCE 1916

571 Dixwell Ave.,

NEW HAVEN

UNiv. 5-6996

machines originally designed and built by Hartford Special were among the hundreds damaged, but not beyond repair. They were put on box cars and shipped to the company's branch plant in Elmwood. Immediately between 30 and 40 skilled men were put on the job on regular and overtime basis.

The machines, special drilling and boring setups, originally costing some \$20,000 each, were about 50 per cent damaged, according to Raymond J. Dunn, Sr., secretary and treasurer. The motors, wiring were ruined. The intricate precision machines were covered with a thick coating of roofing tar which melted and crashed with the roof. Hartford Special stripped them down to the base and put them back piece by piece, replacing some parts and repairing and cleaning others. Within a month after the fire the first two machines were nearly ready to be shipped back in first-class working order. The others were completed shortly thereafter.

★ ★ ★

OWENS-ILLINOIS GLASS COMPANY, of Toledo, Ohio, has invested \$8,000,000 in Plax Corporation, previously a wholly owned subsidiary of Emhart Manufacturing Company, Hartford.

In a letter sent to Emhart stockholders, it was stated that the Owens-Illinois investment points to "confidence on the part of Owens-Illinois in the long range potentialities of Plax," and said that "the arrangement will provide Plax with adequate working capital, thereby enabling Plax to maintain a competitive position with substantial concerns which are becoming increasingly active in the plastics business."

Plax manufactures sheet, rod, tubing, squeeze bottles and film from various plastic materials. It is expected to continue under its present management.

★ ★ ★

CARROLL B. LITTLE formerly staff assistant to E. B. Shaw, vice president of manufacturing, The American Thread Company, Willimantic, has been appointed manager of the company's Worst Department.

Mr. Little's entire business career has been in the textile industry. He has been associated with The American Thread Company for over three years, serving as assistant plant superintendent at the company's Dalton, Georgia plant, and then as quality control en-

★

★

★

★

★

gineer until the time of his appointment as staff assistant. Previously he was connected with Whitney Mills in Spartanburg, South Carolina, and Bemis Brothers Bag Company, Talladega, Alabama.

★ ★ ★

GRAY RESEARCH AND DEVELOPMENT CO., INC., has announced production of two new devices designed to provide facilities to television stations with limited manpower, enabling them to duplicate all the special effects previously created only by larger studio staffs.

The new products are a manual control box for remote control of the Gray Teloprojector and a moving mirror multiplexer, which will allow station operators to project three different images into the television camera.

The manual control box is designed to make remote control of the Teloprojector easier by mounting it in a standard television control panel.

The moving mirror multiplexer incorporates a novel method of getting around the problem of projecting three images into a camera simultaneously. The mirrors, set at a right angle to each other, and touching at their inside edges, are mounted so that they

may be rapidly moved apart a small distance. The third projector is mounted directly behind and between the mirrors. The unit is motor driven, and may be remotely controlled.

★ ★ ★

WALTER C. THOMPSON has been elected executive vice president, and Ray B. Nichols was elected vice president in charge of sales of The Torrington Company, Torrington.

Mr. Thompson first joined the company in 1927 and in 1940 was elected secretary. Four years later he was named vice president in charge of sales.

Mr. Nichols joined the Bantam Ball Bearing Company in 1924, and continued with that company when it moved to South Bend, Indiana. He was successively superintendent and sales manager with that organization. When the Torrington Company bought the Bantam firm in 1935, Mr. Nichols continued as sales manager, and was successively vice president, general manager and president.

★ ★ ★

THE NEW HAVEN PULP AND BOARD COMPANY, manufacturers

*Is depreciation
"anybody's
guess?"*

Depreciation is an important and measurable element in determining costs, profits, and taxes. Through property analyses and remaining life studies, the factor of variance in measuring depreciation may be reduced to a very narrow range.

The **AMERICAN
APPRAISAL**



Company

Over Fifty Years of Service

OFFICES IN PRINCIPAL CITIES

"A ROSE IS A ROSE IS A ROSE"



"But a BOX is not just a BOX",

says Jack Wittstein

Ship your product safer and cheaper —

Whether it's large or small, tough or fragile, heavy or light —

At no extra cost for freight —

Eye appealing sales messages and product identification—Colored stock and compelling advertising.

Call **JACK WITTSTEIN** for complete packaging and merchandising service for the real **"HARD SELL"** needed today.



*said
Gertrude Stein*

CALL

JACK WITTSTEIN

Box 1348, 56 Church Street
New Haven 5, Conn. LOcust 2-6104
Corrugated and Solid Fibre Boxes
Merchandising Displays

STEEL CASTINGS

From an ounce to
1000 lbs. each.

Try us for fast
delivery when your
needs are urgent.

THE
NUTMEG CRUCIBLE STEEL
COMPANY
BRANFORD CONNECTICUT

Designers and Manufacturers

of Tools, Dies, Jigs, Fixtures and
Gages
Jig Boring and Jig Grinding
Precision Form Grinding
Planing, Boring, Turning
Cincinnati, Lucas and Bullard
Machines

We build Special Machinery
and Parts
Welded Fabrications
We will do your Stampings and
Spot Welding
Progressive — Swedging
Broaching — Drawing
Short Runs — Long Runs

THE
SWAN TOOL & MACHINE CO.
30 Bartholomew Avenue
HARTFORD 6, CONNECTICUT

CONTRACT MANUFACTURING PARTS or COMPLETE PRODUCTS

- Stampings
- Drawings
- Plating
- Enameling
- Assemblies

Send for descriptive brochure



AMERICAN ASSOCIATES MFG. CORP.
formerly Brass Goods Mfg. Co.
1 BRIDGE STREET DEEP RIVER, CONN.

of paperboard and printed folding cartons, has established a central research laboratory in New Haven.

The purpose of the new laboratory is to develop new uses for paperboard and better, more convenient packaging for the shopper, according to an announcement by Joseph S. Miller, president.

Over-all paperboard production is now close to 100,000 tons a year, most of which is converted and printed into such nationally known cartons as Chesterfield Cigarettes, Camel Cigarettes, Tide and Cheer soap, Kleenex, Yes, Scotties, Pond's and Vanity Fair tissue, Ballantine, Budweiser, Schmidts' and Ruppert beer carriers, Sargent Hardware, A. C. Gilbert toy cartons, and many other products.

★ ★ ★

THE E. HORTON & SON COMPANY held its first annual sales conference at Windsor Locks recently, the original and present site of the world's oldest chuck manufacturing company.

In attendance at the three-day session were all the representatives covering the leading industrialized states from coast to coast. The first day of the conference got underway with the greeting of representatives by Robert S. Cooper, president, followed by a plant tour. Discussions of sales and advertising plans for the coming year were included in subsequent sessions, as was the showing of two films on the importance of the industrial distributor in all forms of manufacturing.

★ ★ ★

A COLLEGE SCHOLARSHIP program for the sons of employees of United Aircraft Corporation, including all its operating divisions, and its domestic subsidiaries, was announced recently by H. M. Horner, president.

The plan proposes to award 10 scholarships each year, followed extensive competitive tests, for the study of engineering or allied sciences at an accredited college or university offering a standard four or five year course leading to a bachelor's degree in those subjects.

Pamphlets describing the program in detail are being sent to all employees. Each scholarship provides payment for tuition and laboratory fees, and, in addition, \$500 a year. The scholarships are to be apportioned among United's operating divisions, and have been named for men who have made distinguished contributions in the growth and development of the corporation.

ALLEN RUSSELL & ALLEN

31 Lewis St. Hartford, Conn.

Insurance

Over 40 Years of Service to
Connecticut Manufacturers

WHAT CONNECTICUT MAKES MAKES CONNECTICUT

Manufacturers of
DRY PRESS
(STANDARD ITEMS)

FIRE BRICK
SPECIAL SHAPES
(MUD PRESS)

IN ANY SHAPE
OR QUALITY DESIRED



THE HOWARD COMPANY

250 Boulevard, New Haven, Conn.
SPruce 7-4447

PAPER BOXES
FOLDING
BRIGHTWOOD
and
SET UP

H. J. MILLS, INC.
ESTABLISHED 1887
BRISTOL • CONNECTICUT

Yes Sir, Mr. Purchasing Agent WELCOME to the Driver's Seat!



Believe it or not, warehouse people did not find the recent steel shortage any more of a joy ride than did steel users themselves.

We, too, had our troubles buying steel. And trying to "divvy" up what we could get in a way to pacify, let alone satisfy insistent customers was enough to challenge the wisdom of Solomon!

So we're glad to kiss good-by the so-called sellers' market and all its gimmicks. It'll be

lots more fun working to pluck orders than to duck them. That's how all reputable warehouses feel.

So, whenever you need steel and your mill sources can't give you as much or as little as you want, as quickly as you want it—chances are good that your warehouse supplier can.

When it's Job-Fitted sheet or strip you need, we hope you will call Reliance. We'll do our best always to take care of it for you.



DEPENDABLE DAN
will take care of it
for you!

And here's Dependable Dan with a word about the Reliance JOB-FITTING Idea—

... It's knowing our "stuff" ... our "feel for steel."

... It's knowing your job ... what you expect the steel to do for you.

... It's supplying in-stock sheet and strip best suited to your immediate need.

FOR HELPFUL ACTION CALL OUR NEAREST PLANT OR OFFICE

RELiance STEEL DIVISION

Processors and Distributors **JOB-FITTED** Sheet and Strip Steel

GENERAL OFFICES — BOX 4308 — PORTER STATION, DETROIT 8, MICHIGAN

PLANTS

CLEVELAND PLANT, 3344 E. 80th St., Vulcan 3-3600, Cleveland 27, O.

DETROIT PLANT, 13770 Joy Road, Webster 3-5886, Detroit 28, Mich.

EASTERN PLANT, 2061 State Street, STate 7-5781, Hamden (New Haven 7), Conn.

MIDWEST PLANT, 1601 South Wolcott Ave., CANal 6-2442, Chicago 8, Ill.

OFFICES

COLUMBUS 12, OHIO, 1373 Grandview Ave., Kingswood 6264

DAYTON, OHIO, 128 W. Second Street, Michigan 3581

DES MOINES 8, IOWA, 618 Fleming Bldg., Des Moines 2-1496

DETROIT 28, MICHIGAN, 13770 Joy Road, Webster 3-5886

GRAND RAPIDS 2, MICH., 326 Kessler Bldg., GLandale 6-0589

INDIANAPOLIS 4, IND., 1500 Fletcher Trust Bldg., FRanklin 2333

JACKSON 18, MICHIGAN, 881 Reynolds Bldg., JACKson 4-0180

MILWAUKEE 18, WIS., 4622 W. Center St., HILMap 2-1040

NEW YORK 18, N. Y., 250 West 57th St., COlumbus 5-4878

ROCHESTER 4, N. Y., 5 St. Paul St., BAber 1801

ST. LOUIS 8, MO., 4378 Lindell Blvd., LUcas 4550

TOLEDO 4, OHIO, 2114 Olive Bldg., GArfield 8384

WORCESTER 8, MASS., 230 Main St., WORcester 5-0000



PRODUCERS OF

Coke • Coal Chemicals • Pig Iron • Ingots
Slabs • Sheet Bars • Billets • Wire Rods
Hot Rolled and Cold Rolled Sheet and Strip
Low and Medium Carbon Manufacturers' Wire
High Carbon Specialty Wire • Welded Fabric

RELiance *Job-Fitted* PRODUCTS

COLD ROLLED STEEL STRIP—COILS—CUT LENGTHS—ALL TEMPER

SHEETS: COLD ROLLED—HOT ROLLED—H. R. PICKLED—LONG TERNE—GALVANIZED

Standard and Production Sizes or Cut to Actual Working Dimensions

**GENERAL OFFICES
DETROIT 9, MICHIGAN**

JOHN J. PLOCAR *Company**

MANAGEMENT CONSULTANTS

**SPECIALIZING IN MANAGEMENT PROBLEMS
OF SMALL AND MEDIUM SIZED COMPANIES**

- Organization
- Methods and Incentives
- Job Evaluation
- Production Control
- Factory Layout
- Cost and Budgets
- Foremen's Bonus
- Office Procedures
- Personnel Administration

UPON REQUEST WE WILL GLADLY SEND, WITHOUT OBLIGATION,
A COPY OF OUR FREE BOOKLET, "AN IMPLEMENT
TO SOUND MANAGEMENT."

*
STAMFORD, CONNECTICUT

MATERIAL HANDLING EQUIPMENT

O. HOLM-HANSEN

FAIRFIELD, CONN.

TEL. 9-1728

**CONVEYOR SYSTEMS
ENGINEERED**

**STANDARD MATERIAL
HANDLING EQUIPMENT**

**DROP US A LINE OR CALL AND
OUR REPRESENTATIVE WILL CALL**

**Connecticut Representative For
CONVEYOR SYSTEMS INC.**

LANGLEY MFG. CO.



BOOSTERS



POWRLIFTS



LIFT TRUCKS



HAND TRUCKS



TOTE BOXES



CONVEYOR SYSTEMS



Gravity Conveyors



CASTERS



HOISTS



SKIDS



DOCK BOARDS

The Constitution is Your Business

(Continued from page 25)

going to get most of it. I just never got around to it, and now I think we've done it. I think we've done the best possible job. I've saved something for my children, and I'm going to sleep tonight." And then he went on signing. I interrupted him and said, "John, now you've taken care of your children's property, what are you going to do about their liberty?" Oh, he laughed this time, "Liberty, I'm just a merchant, I don't know much about Liberty. I guess I'll just have to leave liberty to the politicians and the professors."

Well, I told John something that I'm going to tell you. I said "tear up that will, forget the trust fund, forget the insurance policies, the bank account, the deeds, everything that we have done—forget it. Because unless you leave your children liberty, you leave them nothing at all. Ask the Jews in Germany. Ask the Jews in Germany what good their property did them when they were faced up against the unconstitutional, concentrated, absolute power of Adolf Hitler. Ask the ghosts of ten million kulaks in Russia. Ask those ghosts what good their properties did them when they were faced up against a concentrated, unlimited power called Communism.

So, my friends, in time of tyranny, in time of unlimited unconstitutional government, that is, in time of concentrated power, your property will buy your children just one thing—a ticket to the concentration camp. A one-way ticket to the point of no return. And that will be true wherever government is unlimited and unrestrained.

You look those children in the eye, as I have looked at mine. Ask yourself this question, "How much power is my government going to have when these youngsters are as old as I am?" Look at them. Ask yourself that question, and make a resolution, a resolution that your legacy, not of property, but of liberty, your legacy of liberty to these children will, God helping you a little, compare favorably to the great fortune of freedom which the founding fathers left to you.

Dedication Day at Kaman Aircraft Corp.

(Continued from page 8)

plant accompanied by KAC employees who acted as guides. Mid-way in the plant tour, the guests and all KAC employees assembled before a bunting-decorated platform located in the main assembly bay. Mr. Kaman introduced Admiral Soucek who told the assembly that if the Navy is to accomplish its principal mission "to defend our country" it must have the tools to do the job. This necessary equipment, he said, must come from outfits like Kaman. Admiral Soucek praised the determination of Kaman and those who struggled with him in conquering the company's early financial and engineering problems.

"I have confidence in Mr. Kaman and in you, his people. I believe you will continue to deliver the kind of weapon we need to defend our country," Admiral Soucek declared.

Following Admiral Soucek's remarks, Kaman spoke briefly. He said it was "his deepest interest to fulfill the confidence that the Navy has shown in us." He pledged that Kaman Aircraft's every effort would be pointed



ADMIRAL SOUCEK, assisted by Charles Kaman, cuts the ribbon to formally open the new plant while the Marine color guard stands at attention.

toward justifying that confidence.

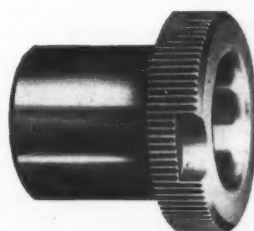
Upon completion of the plant tour the guests went to the cafeteria where a buffet luncheon was served. As the guests finished lunch, their guides took them to the area west of the plant where two HTK-1 helicopters flown by Bill Murray, chief of test operations, and Al Newton, chief test pilot,

but on a spectacular demonstration of all types of maneuvers in close formation. Even autorotation landings were done in precision formation.

As the guests departed, Kaman Aircraft once more settled down to justifying the Navy's confidence by rolling HTK's and HOK's off the production line.

Why chase Drill Bushings!

UNIVERSAL OFFERS
STANDARDS FROM STOCK



A Telephone order will demonstrate
the efficiency of our service.

FOR OVERNIGHT DELIVERY CALL:

NICKSON TOOL SALES CO.

94 Broadway, North Haven, Conn.

Phone CEdar 9-0574

Teletype Facilities TWXNH 592

The Case of the Parking Lot Plague

From all sides — from factory hands, foremen and supervisors, from office personnel and company executives — came an angry tide of complaints. In the company parking lot, car after car showed evidence of a destructive force at work. High-gloss finishes had lost their lustre — protective enamels were being eaten away to the bare metal.

There was trouble, too, at a neighboring plant. Vitreous enamel shower stalls, stored in an open lot awaiting shipment, were being so badly stained that cleaning them was proving extremely difficult and costly.

What was this insidious plague?

An engineer from the Aetna Engineering and Inspection Division discovered a film of dust on cars and shower stalls. Analysis revealed that it contained two ingredients, each harmless enough by itself. But together, and in the presence of moisture, they reacted with enamel — with corrosive results.

Tracing the dust to the company's smokestacks, the Aetna engineer designed a water-cooled dust-baffle that quickly ended the plague — and, in addition, utilized wasted



stack heat to provide hot water for some of the firm's manufacturing processes.

For hundreds of businesses, Aetna Loss Prevention engineers have performed similar services. Their skill in spotting and removing industrial hazards of practically every kind has resulted, for many Aetna clients, in lower insurance costs, less lost time due to accidents, reduced operating costs, and improved employee and community relations.

If you would like more information on Aetna Loss Prevention Service — and on the many additional advantages of insuring with Aetna — call your local Aetna representative.



The most far-reaching name in Loss Prevention

AETNA CASUALTY AND SURETY COMPANY

The Aetna Life Affiliated Companies write practically every form of insurance and bonding protection

LIFE AND CASUALTY

Aetna Life Insurance Company

Aetna Casualty and Surety Company

FIRE AND MARINE

Automobile Insurance Company

Standard Fire Insurance Company

Hartford 15, Connecticut





INDUSTRIAL Relations — Law

By FREDRICK H. WATERHOUSE
Counsel

ONCE again the Superior Court has been compelled to notify the State Board of Mediation and Arbitration that it is the duty of an arbitrator to interpret the contract as written. The most recent decision arose in connection with a discharge case in which an employee was working in a plant in which most of the jobs were determined to be hazardous occupations under the Walsh-Healey Act. Because of the hazardous nature of the work and as a result of previous experience, the company had adopted on the recommendation of its medical department a policy of not employing persons subject to epilepsy. One of the questions in connection with the customary physical examination required the prospective employee to answer in writing whether he had ever had epilepsy fits or convulsions. The employee answered that he had never had any such condition although he testified before the Arbitration Board that he was discharged from the Army in 1943 for epilepsy. He had worked for the company quite a number of years before entering the Army, and there was no evidence of his being subject to this disablement prior to that time. The company did not claim that the discharge was based on the falsification of his medical questionnaire but relied on its general company policy which was established because of the hazardous nature of its occupations. While in the employ of the company, but not during working hours, he was admitted to a hospital suffering from what his personal physician diagnosed as epilepsy. Upon returning to work from the hospital, the company agreed to permit him to work for a few weeks and planned to handle his termination as a resignation and to help secure employment for him in a non-hazardous occupation. However, the union filed a

grievance protesting it was a "lay-off" and since lay-offs are permitted only for lack of work, the company was forced to terminate his employment as a discharge case.

In its discussion the Board admits that the company had a definite obligation not to jeopardize the safety of other employees by the continued employment of one afflicted with epilepsy and that the continued employment of this person at his assigned task would definitely create such a hazard. The Board even went to the point of saying "To this extent the action of the company seems not only beyond criticism but commendable." Nevertheless, on the assumption that the company might possibly find a job which was not considered hazardous but without any further basis for its decision the Board decided that the discharge was not for just and proper cause.

In reviewing the Board's decision and upholding the company in its action, the Court observed that over 100 of the 1000 bargaining unit employees were over 65 years of age and under the terms of the contract preference in employment on lighter work must go to them. In commenting on the Board's abuse of its powers, the Court said, "Nowhere does it appear that there actually was a job available in the bargaining unit or outside of it. And here seems to me to be the grave exercise of excess of powers by the Arbitrators. Mr. D. was in the maintenance and production group for which the union was the bargaining agent. Art. I, 1. Justice, as the Arbitrators viewed it and as appears from the record, was the desire of all concerned, is provided in Article VI, 9, that: 'Jobs outside the Bargaining Unit to which this paragraph applies shall be decided in negotiation between the Branch Management and the local Union Committee.' The pursuit of this provision is not made a prerequisite requirement for discharge. That is management's right, but in the absence of capriciousness or discrimination, when management's act is based on a commendable basis as here, the Arbitrators, it seems to me, exceeded their powers in overlooking the terms of the contract and attaching conditions as a limitation to the right of management as provided in the contract, Art. II. If this is not sound, the attachment of these conditions inherent in the terms of the award was without subordinate support in the findings for the conclusion drawn."



*Have they got
That Come Hither look?*

Qualified by extensive experience to create ideas that capture the greatest amount of reader interest and to give you a higher return from your present advertising expenditure. Write or phone to arrange an appointment.

YOUR ADVERTISING

trade paper
magazine
newspaper
direct-by-mail

YOUR SALES LITERATURE

booklets
catalogs
house organs
sales manuals
instruction books

Representatives in
Fairfield County and
Westchester County.



MALONE, MOORE Associates

GRAND CENTRAL TERMINAL BUILDING New York 17, N. Y. Phone MU 4-5895

Whether this case will be appealed to the Connecticut Supreme Court, we do not know but we are hopeful it may encourage the State Board to re-examine its authority and encourage it to confine its decisions to determination of the issue presented under the terms of the contract.

Republic Foil—A Dynamic Connecticut Industry

(Continued from page 7)

¼" to more than 50" and in gauges from .00017" (54,000 square inches per pound) to .005". The metal is produced by reducing heavy gauge coils to finished thicknesses by means of cold rolling in high precision rolling mills after which it is trimmed, annealed and slit to specified widths. Foil is then shipped to converters and capacitor manufacturers for further processing into finished products.

Aluminum foil forms an almost perfect barrier to water, moisture-vapor and light. In addition, it has outstand-

ing decorative characteristics after coloring and printing. As a result, today it finds wide application in the packaging of cigarettes, chewing gum, candy, food, drugs, machine parts and many other items. The unusual metallic sheen and highlights of colored foil place it in great demand for labels, seals, displays, Christmas tree ornaments, gift and florist wraps, greeting cards, box covers and many other decorative applications. Large quantities of foil are used for reflective insulation in buildings, refrigerator cars and freezer units, and it is an essential part of capacitors used in radios, television sets, motors and electronic equipment of all types.

Industry and Plant Expansion

Since World War II, aluminum foil has virtually replaced lead and tin foils because of its lighter weight, brighter finish, superior qualities and cheaper cost. From an annual production in 1939 estimated at 35,000,000 pounds, the industry has expanded rapidly during the post war period until in 1953, production is expected to reach 100,000,000 pounds. Based upon an aver-

age width of 20" and an average gauge of .0005", this annual poundage would extend 1,616,000 miles.

During this period, plant expansion has more than kept pace with increasing demand. Presently eleven separate companies produce foil in fifteen mills located in Connecticut, New Jersey, Pennsylvania, Maryland, Virginia, Kentucky, North Carolina, Tennessee, Alabama, Arkansas, Missouri and California. Two of these mills produce only for their own use. The estimated capacity of these various plants exceeds 150,000,000 pounds annually, and while many believe that the demand for foil may double during the next decade, production facilities are more than ample to meet foreseeable needs.

Republic has introduced the rolling of another product to New England, a section which is justly proud of its heritage in the pioneering of metals. This young company, equipped with modern plant and machinery, staffed with youthful, ambitious personnel and unhampered by confining traditions, is destined to continue its steady growth. Connecticut welcomes Republic to its industrial community.

Home of the Best in Banking for BUSINESS

That's why so many fine firms use

HARTFORD NATIONAL

Connecticut's Largest Bank

HARTFORD NATIONAL BANK & TRUST COMPANY • EST. 1792 • MEMBER FDIC

Bank on the BEST in banking—at every Hartford National Office!

SCOVILL
 (A PIONEER PRODUCER OF ALUMINUM STRIP SINCE 1889)

Announces

**A New Cold-Rolling Mill producing TRUSPEC Aluminum Strip
 To meet today's demand for high quality and close tolerances.**


For years, Scovill engineers have sought dependable methods of controlling grain size, temper, directional properties and dimensions in aluminum strip to the same precision standards long since established for Scovill Brass Strip.

Today, TRUSPEC, Scovill's Aluminum Strip produced on this brand new cold-rolling mill, fully measures up to these standards.

We invite you to contact your nearest Scovill branch office for a copy of our TRUSPEC Aluminum Strip brochure giving you complete details... including technical data and specifications of available alloys.

A trial run will show you to what an important degree Scovill TRUSPEC Aluminum Strip will aid you in making it possible to minimize "orange peel" effect and "earing." Extra long coils also help in reducing press down-time.

SCOVILL MANUFACTURING COMPANY, WATERBURY 20, CONNECTICUT

Contact your  nearest office

BOSTON AREA
 1116 Great Plain Avenue
 Needham 92, Mass.

CHICAGO 51, Illinois
 4105 West Chicago Avenue

CINCINNATI 2, Ohio
 49 Central Avenue

CLEVELAND 2, Ohio
 6516 Detroit Avenue

DETROIT 7, Michigan
 6460 Kercheval Avenue

LOS ANGELES 23, California
 2627 South Soto Street

NEW YORK 17, New York
 Chrysler Building East
 161 East 42nd Street

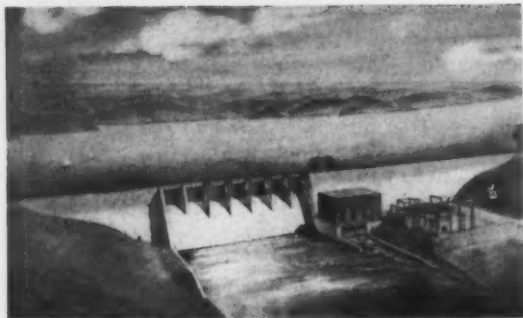
PHILADELPHIA 22, Pennsylvania
 1419 North Broad Street

PROVIDENCE 3, Rhode Island
 183 Public Street

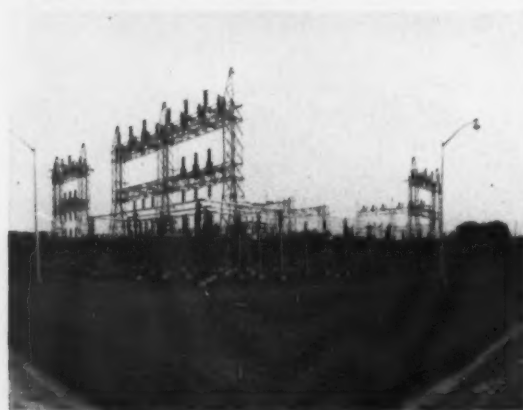
ROCHESTER 4, New York
 Hiram Sibley Building
 311 Alexander Street

SAN FRANCISCO 7, California
 434 Brannan Street

STURGIS, Michigan
 Congress Street



Hydroelectric Development now under construction on the Housatonic River (C. L. & P.)



Berlin Switching Station (Conn. Power Co.)



Distribution Substation (United Illuminating Co.)



Steam Generating Station under construction in Middletown (Hartford Elec. Light Co.)

\$56 Million More
FOR EQUIPMENT
TO GIVE YOU
EVEN MORE AND BETTER
ELECTRIC SERVICE
ELECTRICAL PROGRESS
 •
INDUSTRIAL PROGRESS

We four electric companies of Connecticut plan over \$56,000,000 in capital expenditures this year to supply the ever-increasing demands for electric service.

Electrical expansion is part of our job because we are The Power House for Connecticut Industry.

YOUR ELECTRIC COMPANY

The Connecticut Light & Power Company
The Connecticut Power Company
The Hartford Electric Light Company
The United Illuminating Company

ACCOUNTING HINTS

Contributed by the Hartford Chapter National Association of Cost Accountants to stimulate the use of better accounting techniques in industry.

Control of Maintenance Costs

THE development of adequate accounting procedures which will facilitate managerial control over maintenance costs can be one of the most effective programs in the entire field of industrial accounting. Any enterprise with a substantial portion of its capital invested in machinery and equipment can ill afford not to have information available which will enable sound decisions on such matters as evaluating the effectiveness of the company's maintenance program. The object should be to keep down lost production time due to breakdowns or determining whether to replace or repair specific units of equipment.

The cost accountant should be an active participant in the development of a long-range maintenance program in order that he may be familiar with the desires of those responsible for maintenance, especially as to the specific information they require from the accounting department. He can then devise the necessary accounting procedures and reports.

Burden rates for the repair and maintenance accounts should be established and classifications of overhead charged to the cost centers on the basis of serviced hours.

Segregation of maintenance costs as between the various operational departments or cost centers will ordinarily help materially in establishing responsibility for maintenance. If the company maintains its own service department, the expenses of this unit should be separately classified and allocated (perhaps on a job basis) to the operating departments utilizing the service. This should be done in a man-

ner that will not obscure the total cost of operating the service department. The following plan may prove helpful:

1. Cost centers for all equipment in production and service departments should be established and numbered.
2. The property ledger should be so set up as to provide for the recording of all repair costs on a particular unit of equipment throughout its life. (This is especially desirable for equipment of an uncommon or specialized nature for which industry statistics as to maintenance costs are not available.) The plant or property ledger should also show the following information: a. The number assigned to each piece of equipment; b. Cost center and plant

location; c. Name or title of each piece of equipment; d. Manufacturer's name; e. Manufacturer's model and serial number; f. Date and cost of acquisition of the property.

3. Maintenance accounts should be separated from the repair accounts and the various items of cost within these accounts must be segregated for analysis purposes. This can be accomplished by coding the labor operations and the repair and maintenance parts.

Coding cost data is one of the most important phases of the accounting procedure suggested by the points listed above and is, of course, entirely necessary for those who use mechanical tabulation equipment. Labor costs should be reported in both dollars and hours and by equipment number and cost center. This information will prove invaluable in providing data for historical costs and budget preparation.

Foremen and management will be interested in seeing accurate and readable reports of what repair and maintenance costs actually amount to. Information of the nature which has been described will, when properly analyzed, make for sound decisions as to the most advantageous time to replace parts and used equipment, thus avoiding unnecessary repair costs incurred to put back into good operating condition a piece of equipment which is out of the production or service line because of worn-out or broken parts.

MORRISSEY & CHENEY

Insurance

GERARD MORRISSEY
BENJAMIN CHENEY
E. LEONARD CLARK

INSURANCE CONTROL
FOR
INDUSTRIAL AND COMMERCIAL
ACCOUNTS

163 ASYLUM ST., HARTFORD, CONN.

Corporate Counsel and Executive

Mature lawyer (Yale) with extensive corporate background and some government experience desires executive position with Connecticut industrial firm, preferably as assistant to President or other officer. Size of firm not as important as opportunity for advancement. Negotiator and conference man, experienced as house counsel on most corporate problems, including tax questions. Presently employed. Résumé and interview without obligation. Write Box PW-1552, CONNECTICUT INDUSTRY.

BUSINESS PATTERN

A comprehensive summary of the ups and downs of industrial activity in Connecticut for the thirty day period ending on the 15th day of the second previous month.

THE index of general business activity in Connecticut advanced two percentage points in August to an estimated 30% above normal. This is five points higher than a year ago and four points below the corresponding month of 1951. Although the general index reflected only a moderate increase over July, three of the five components changed noticeably. Freight shipments rose sharply from a July low and cotton mill activity moved up to the highest standing in two years. These two increases were partially offset by a decline in construction activity, with employment and manhours worked remaining unchanged. The United States index of industrial activity dropped one point to an estimated 18% above normal which is the lowest it has been for the past six months. Steel output, paper production and the industrial consumption of electric power increased somewhat less than expected at this season of the year.

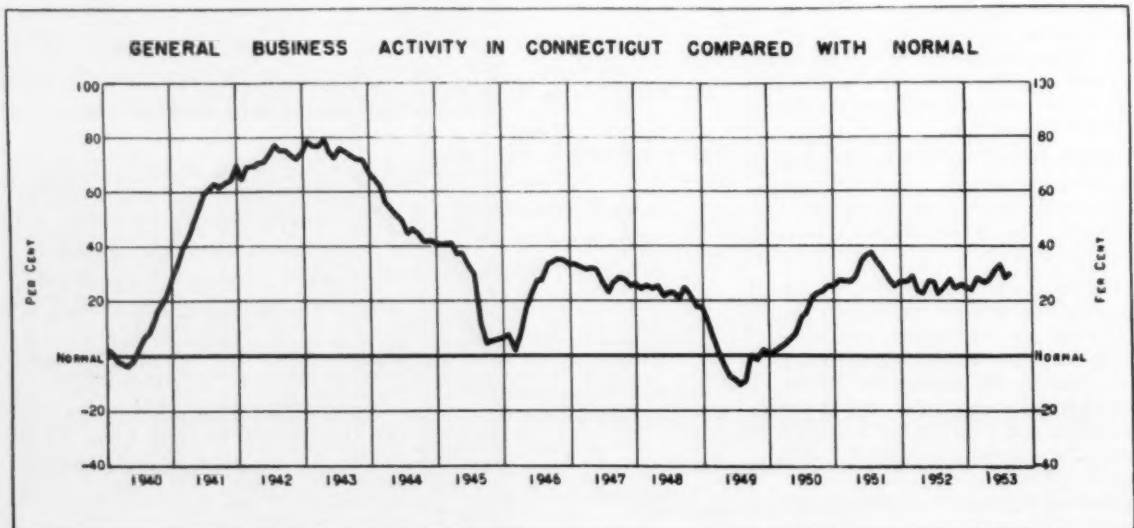
The August index of manufacturing employment in Connecticut continued at an estimated 28% above normal, seven points higher than a year ago. The employment index rose steadily throughout the first half of this year and then tended to level off at the current standing. During the three summer months there has been widespread vacation shut-downs with many factories having put off re-hiring until early fall. The following table, based

on State Department of Labor reports, shows manufacturing, non-manufacturing and total non-agricultural employment in this State since the beginning of the year.

Manufacturing employment increased steadily during the first six months of 1953 and then dropped off seasonally during July and August to stand at 452,650. Non-manufacturing employment, except for slight decreases in February and August, increased noticeably from 411,050 at the beginning of the year to 426,940 at the present time. There has been an overall gain of about 22,000 in total non-agricultural employment in Connecticut so far this year.

The index of manhours worked in Connecticut factories is estimated at 35% above normal for the month of August. This is the same as last month, but considerably higher than a year ago when the index fell off to 19% above normal due to the fact that there was a nation-wide steel strike in addition to the usual summer vacation shutdowns. Average hours worked in

	Total Manufacturing	Total Non- Manufacturing	Total Non- Agricultural
January	446,700	411,050	857,750
February	450,110	409,150	859,260
March	452,790	411,500	864,290
April	453,470	415,680	869,150
May	453,340	418,950	872,290
June	456,090	425,720	881,810
July	448,280	429,440	877,720
August	452,650	426,940	879,590



Connecticut during the past month were 42.1 compared with 41.8 in July and 41.5 of a year ago. Average weekly earnings rose to \$74.52 from \$73.57 last month and \$68.98 in the corresponding month of 1952. Basic hourly earnings at \$1.69 were the same as last month and 9 cents above last year's figure.

The August index of construction work in progress in Connecticut fell off for the second successive month to an estimated 68% above normal. With the exception of December 1952, this is the lowest construction index since April 1950, just prior to the start of the Korean War. Although building volume has declined from wartime peaks residential and non-residential construction are both continuing at relatively high levels.

In 1952 the average per capita income payment to individuals in Connecticut, according to a recent publication of the U. S. Department of Commerce, was \$2,080. This is well above the national average of \$1,639 and the New England average of \$1,749 for the same period. On a per

capita basis Connecticut ranked third among the 48 states, being exceeded only by Nevada with \$2,250 and Delaware with \$2,260. A comparison of 1952 figures with the previous year shows that Connecticut income increased 3% over the 1951 figure, while New England and United States increased 2% and 3%, respectively. The following table of per capita income payments to individuals reflects the changes that have taken place since 1939.

Year	Connecticut		New England		United States	
	Amount	% Increase Over 1939	Amount	% Increase Over 1939	Amount	% Increase Over 1939
1939	\$ 764	—	\$ 680	—	\$ 539	—
1941	1,055	38	864	27	693	29
1943	1,481	94	1,225	80	1,059	96
1945	1,483	94	1,316	94	1,191	121
1947	1,610	111	1,403	106	1,293	140
1949	1,600	109	1,419	109	1,325	146
1951	2,015	164	1,709	151	1,581	193
1952	2,080	172	1,749	157	1,639	204

As indicated by the following figures, Connecticut income payments to individuals have been consistently higher than New England and the United States. The comparison reveals, however, that during the war and post war years, incomes in Connecticut, and particularly in the other New England states, have not increased as noticeably as in some other sections of the country. Certain southern and western states have experienced per capita income gains of over 300% since 1939.

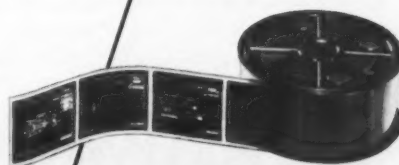
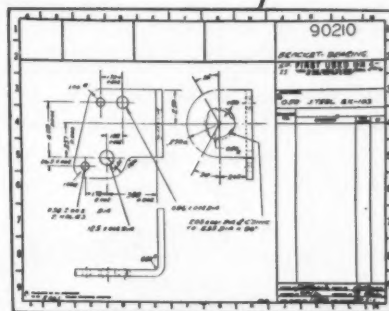
Cost of Microfilming? Pennies!

Are your company's engineering drawings worth a few pennies each? A fire could wipe out all your research, engineering and manufacturing data in an hour!

Why gamble when the complete cost of having us film them on your premises and store the completed films in bank vaults is far less than the cost of the blank paper on which the data is recorded? 500 — 600 large drawings can be filmed on one 100 foot roll, with every detail faithfully recorded.

Should an emergency arise, we can reproduce each drawing back to original size from the film.

Our list of customers is mighty impressive. We will go anywhere — completely covering Connecticut as well as New York State, Mass., Rhode Island, etc. Call or wire us for complete details — at no obligation. We operate with the finest equipment and trained technicians, process our own film and are cleared for security.



American Microfilming service company

412 TEMPLE STREET • NEW HAVEN • CONN. • TEL. • SPRUCE 7-3657



Some present uses of Spongex Cellular Plastic

New material does old jobs better ... makes new jobs possible

Spongex cellular plastic (expanded unicellular polyvinyl chloride) performs outstandingly as a protective cushioning, flotation or insulation material.

This new material absorbs shocks with little, if any, rebound. Its light weight and ruggedness make

it just about ideal for use in the aircraft, automotive and marine fields.

Perhaps Spongex cellular plastic offers a solution to one of your problems. Write to us today for complete information. We'll be glad to help.

Properties of Spongex Cellular Plastic

Insulates • Floats • Cushions • Low water absorption • Absorbs shock with minimum rebound • Unaffected by salt water or sunlight • Unaffected by oils, acids, perspiration • Fire-retardant

• Has K factor of .20 • Needs no paint, finish or protective cover • Can be cut or molded to shape • Won't absorb odors • Non-staining • Lightweight • Non-toxic.

SPONGEX[®]

Cellular Rubber

for cushioning, insulating, shock absorption, sound and vibration damping, gasketing, sealing, weatherstripping and dust proofing.

THE SPONGE RUBBER PRODUCTS COMPANY

[58]

646 Derby Place, Shelton, Conn.

BUSINESS TIPS

from

School of Business Administration

University of Connecticut

Measuring Profitability

By FREDERICK AMLING*

HOW does the manager of a business determine how profitable his company has been? He may do this in one of several ways or perhaps in a combination of ways. A requirement of any method is that it should permit comparison with another company in the same industry, and perhaps also comparison with companies in other industries. Also, the chances are a single measure will be found insufficient. The use of several measures allows one to be checked against the other in order to avoid misleading conclusions. A number of methods have survived the test of experience and an examination of them should prove rewarding.

Return on Sales. A measure simple to compute is the amount of profit generated by each dollar of sales in a given period. Determine what the sales figure is, deduct total expenses, and the balance is the profit for the period. This profit is then divided by the sales figure to give a percentage of sales, such as 5%, which means that there is a profit of five cents on each dollar of sales.

Return on Capital Funds. A second way is to compute profit for a period and then divide it by the company's capital, i.e., the sum of long term debt, capital paid in on shares and earned surplus. This measure gives the rate of return on the long term funds invested in the company regardless of whether they are (a) borrowed, (b) contributed by owners in the form of original stock purchases, or (c) earnings retained in the business from past years of successful operation.

Return on "Capitalization." A third measure is to divide the profit for a period by the company's "capitalization," i.e., the sum of long term debt and capital paid in on shares. This measure is similar to the return on capital funds but earned surplus is excluded. The rate of return on capitalization estimates the return on funds raised in the capital market either by issue of bonds or shares.

Return on Owner's Equity. The fourth measure to be described here is the return on owner's equity. Profit for a period is divided by the sum on capital stock and surplus. This measure gives the rate of return on owner's funds representing capital paid in and reinvested earnings.

Return on Total Assets. A fifth measure shows how much is earned on all assets utilized by the company regardless of the source of the assets. It is determined by dividing the profit for a period by the total assets. Compared to the other measures, it is more inclusive in scope, referring, as it does, to the profitability of putting to use all of the funds of a company.

Return on Issued Shares. A sixth way is to divide the profit for a period by the number of shares of common stock outstanding. This measure gives the earnings per share. It is an easy matter to translate this into a percentage of return on the current market price of the stock, or on the market price paid by a particular shareholder at the time of purchase.

Using the Measures. Since one measure is usually insufficient for drawing conclusions about profitability several of them are often used in analysis. For instance, the percent of profit on sales of Company A can easily be compared with that of Company B, but how reliable are the results? Industries vary in respect to capital fund requirements, total assets, sales, and other financial characteristics. One company may have a high rate of return on sales but because capital fund and asset requirements are high the return on these funds could be low. On the other hand, another company might make a low rate of return on sales but end up with a satisfactory return on funds invested. Comparison of profitability of concerns not in the same industry must

**General
Steel
Products**

**LOCKERS
SHELVING
CABINETS
PARTS BINS**

PROMPT SHIPMENT FROM OUR WAREHOUSE STOCK

**MOVABLE
PARTITIONS**

FOR OFFICES, FACTORIES, TOOL CRIBS, TOILETS

WORK BENCHES

SHOP STOOLS

REVOLVING BINS

WARD MAIER & CO.

Experienced Erectors for Installation or Repairs
CALL US FOR ALL TYPES OF SHOP EQUIPMENT

NEW BRITAIN, CONN.
Box 923
Phone: 2-0626

MILFORD, CONN.
Box 246
Phone: 2-0997

WATERTOWN 72, MASS.
8 Hazel St.
Phone: 4-4221

Warehouses: WATERTOWN, MASS. KENSINGTON, CONN.

* Instructor in Finance.

therefore rest on several, perhaps all, of the above measures of profitability.

All of the measures are not equally significant for all purposes. These measures are listed below together with the more common situations in which they are often used. The situations are coded as follows: (a) buying (or selling) a business, (b) buying (or selling) a block of a company's stock, (c) loaning (or borrowing) long term funds to a business, (d) loaning (or borrowing) short term funds to a business, (e) assuming shares of stock, and (f) judging proficiency of management of a branch, subsidiary or affiliate company.

<i>Profitability Measure Often Used</i>	<i>Situation</i>
1. Return on Sales	d & f
2. Return on Capital Funds	a, b, c & e
3. Return on "Capitalization"	c & e
4. Return on Owner's Equity	a, b, e & f
5. Return on Total Assets	a, d & f
6. Return on Issued Shares	a, b & e

In the Show-Window of New England

(Continued from page 25)

ing to the development of the modern supermarket. On the one side, a musty old cracker-barrel type store complete with bewhiskered storekeeper and pot-bellied stove demonstrated the retailing of groceries old-style. On the other, gleaming packages of tightly sealed foodstuffs stressed the convenience and cleanliness that today's packaging offers the shopping housewife.

Adding to both the glamor and the variety of the Connecticut Building, R. Kolodney and Co. of Hartford captured the expected amount of interest with a selected group of the 1952 Tobacco Festival queens modeling Betty Hartford dresses. Meanwhile, an operator with a sewing machine both demonstrated the workmanship of the product and reminded spectators of the real purpose of the exhibit.

Rounding out the industrial aspect of the exhibits in the Connecticut Building, the aircraft industry had

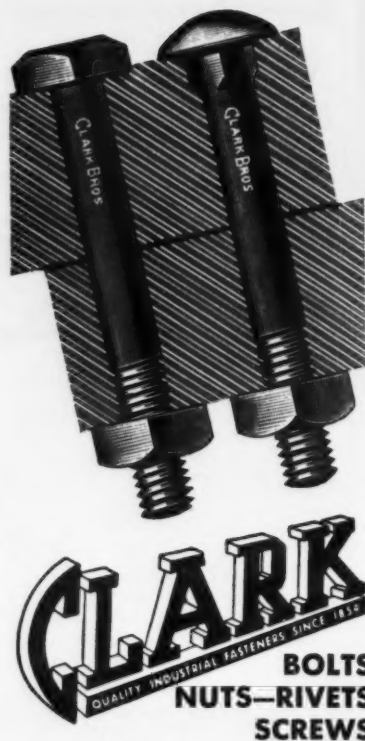
joined forces to create a display that would both recognize the fiftieth anniversary of powered flight and proclaim the state's contribution to the aviation industry.

The specific story of Connecticut's contribution to aviation was told in a tremendous photomontage, 65 feet in length and 8 feet tall—picturing plants, parts, operations and products of Connecticut manufacturers and sub-contractors. The entire aviation display was sponsored by Pratt and Whitney Division of United Aircraft of East Hartford; Hamilton Standard Propeller Division of Windsor Locks; Sikorsky Aircraft of Bridgeport; Kaman Aircraft Corp. of Bloomfield; Doman Helicopters, Inc. of Danbury; Pioneer Parachute Co., Inc., of Manchester; Atlantic Machine Tool Works, Inc. of Newington; Norden Instruments, Inc. of Milford; and Flight Refueling, Inc. of Danbury.

Completing the cross-section of the Connecticut scene were: Connecticut Well Drillers Association with samples of "what's under the ground in Connecticut and how you get the water up"; Connecticut Florists Association celebrating its twentieth anniversary with a tapering vertical display of cut flowers; Bristol Nurseries with some 800 square feet of mums and hardy asters; S. L. Starkey of Milford with four, five, six and seven-leaf clovers with the added feature of a cornucopia which he has developed; the Connecticut Committee on Women's Activities of the National Foundation for Infantile Paralysis; and Station WTIC originating 37 programs from its balcony studio and affording visitors the opportunity to see themselves on a television screen.

The state's wildlife was displayed in the always popular exhibit of the Board of Fisheries and Game. The Department of Agriculture this year featured the state's \$25,000,000 tobacco industry; and the University of Connecticut was present with its story of higher education and the university's services to business, industry, and agriculture.

The people like it, and each year they come back for more, and in greater numbers; and when they have gone home, Connecticut industry generally, and more specifically those who have exhibits in the Connecticut Building, can confidently count on a significantly increased number of friends in thousands of homes scattered throughout the Northeast.



The Name Clark . . . a 99 year old part of America's heritage, has always been known to be dependable . . . "For Greater Security Fasten Fast with Clark Fasteners."

Clark products are yours for dependability and yours for workability.

They work with you and work for you. Uniformity of Quality and Finish have made the name Clark outstanding. For information write to 105 Canal Street.

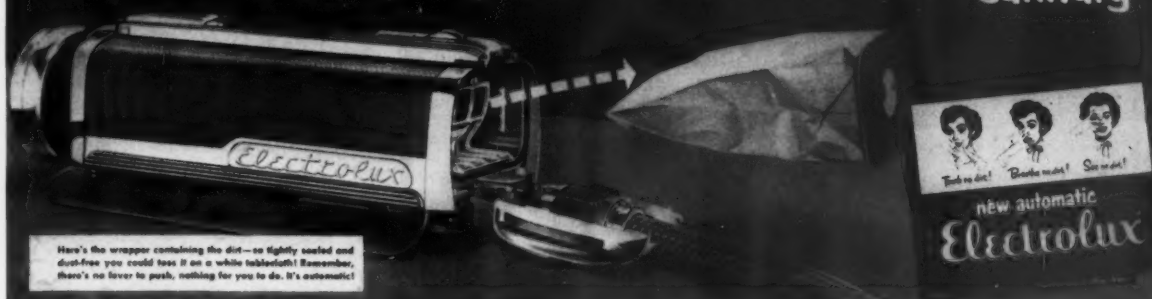


Export Dept.: Suite 513
25 Beaver St., N. Y. 4, N. Y.
WHitehall 4-4392

CLARK BROS BOLT CO.
MILLDALE, CONN

Out pops the dirt!

wrapped
sealed and
sanitary



Don't buy any cleaner until you see the

new automatic

Electrolux[®]

the only cleaner you never have to empty

It can't lose its cleaning ability! It's *always* efficient . . . automatically!
It's so automatic in so many ways you have to see it to believe it!

A PRODUCT OF CONNECTICUT INDUSTRY

Made by the makers of Electrolux, America's largest selling cleaner

ELECTROLUX CORPORATION

OLD GREENWICH, CONNECTICUT

New York

San Francisco



SPOTLIGHT ON THE FUTURE*

By R. C. SWANTON
Director of Purchases,
Winchester Repeating Arms Company,
Division of Olin Industries, Inc.

General Business Conditions

THE THREE-MONTH trend to lower industrial activity continued during October, as reports of purchasing executives show order books declined again. However, the gap separating the levels of the falling orders and production, which has been expanding in recent months, shows a tendency to contract in October, as more production cuts are reported. The general comment is that these downward movements are not drastic, being more of a tapering-off than a slide. Prices are tending to level out, showing more weakness than strength. Sales efforts are being stepped up sharply. Unworked inventories of purchased materials are lower. Near-by availability and improved vendor performance are on the increase. Employment is reported lower for the second consecutive month. Buying policy runs predominantly to 60 days and under. Over-all credit conditions are good. Few distress signs are apparent over the country. Purchasing Agents are not pessimistic on conditions for the fourth quarter; in fact, their late October attitude is one of cautious optimism.

Commodity Prices

Industrial material prices during October reflect more of a trend to level out, with 74% reporting no important changes up or down for the month. Competition in fabricated parts is much sharper. Larger quantity discounts are reported and some price protection. Escalation is fast disappearing. Freight absorption and elimination of premiums in negotiations for steel are more generally reported. Price has become increasingly more important than delivery, to many buyers.

Inventories

Purchased stocks of production and service materials continue the down

trend of the past several months. The accent is on turnover rather than additional protective inventory. Warehouse supplies are ample and service is rapid, supporting the growing tendency of buyers to place small orders frequently. Liquidation of surplus and substitute materials, purchased when standard items were unavailable, is being stepped up. Quality improvement is noted. Many new items are being offered.

Employment

Lower pay-rolls are reported by one-third of the committee for October—the largest number reporting that condition since January, 1952. Production cutbacks are given as the principal reason, though several areas report strikes and seasonal changes. Skilled operators and clerical help, in short supply for many months, are now more available.

Buying Policy

Purchasing Agents' views of future markets continue to favor short-range commitments. Hand-to-mouth to 60-day coverage is the predominant pol-

icy. Reduced production schedules, receding orders, tight inventory control and lack of confidence in the general price structure are reported in support of this most conservative buying position.

Specific Commodity Changes

Price movements up and down have held within a narrow band during October, with reductions outnumbering increased items.

Up were: Abrasives, methyl alcohol, chain, containers, coffee, eggs, soybean oil, linseed, paper, propane, soap, tallow, valves.

Down side: Automobiles, burlap, die castings, bituminous coal, coke, copper products, cotton, meat, sugar, grains, glycerin, hides, jute, some lumber, mercury, china wood . . . castor . . . tung . . . palm . . . oils, rubber, some steel, textiles, tin, zinc products.

The critical list of materials in short supply has practically disappeared, the exceptions being nickel, polyethylene and some steel items.

Canada

Canadian industrial business, which has been reported better than U. S. A. in recent months, has changed to more nearly resemble a common pattern. Though back orders and production have held up better, the trend has turned down. Prices are about in line, while inventories are up and employment is off. Buying policy is now close to that of the United States. Building still is at a high rate, helped by good weather. Canadian purchasing agents expect the high business level to continue for the balance of the year.



J. C. CORRIGAN CO.
INCORPORATED
Boston 22, Mass.

CONVEYORS

Engineers • Manufacturers • Erectors
Material Handling and Processing Equipment

PORTABLE CONVEYORS • STORAGE BINS • COAL SILOS

Branch Serving Connecticut Industry

131 WHALLEY AVE., New Haven Tel. Locust 2-3080

*Composite opinion of the purchasing agents who are members of the N.A.P.A. Business Survey Committee, whose Chairman is Robert C. Swanton.

AD-VENTURES

Numbers 9-16

By Harry B. Coffin

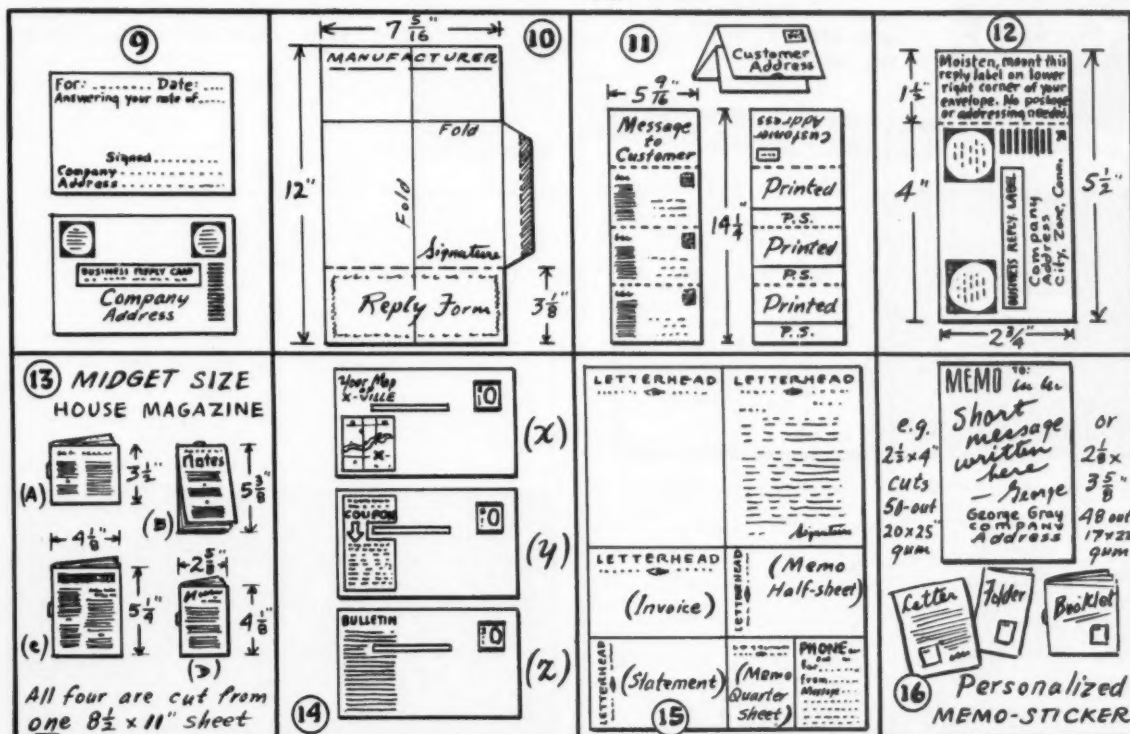
Manufacturers who use every known device to improve their product, service, and plant efficiency, often are unaware of certain simple "selling tools" such as those sketched below, to speed up and to improve their contacts with dealers and prospects. Small plants rarely have a staff specialist to prepare dealer helps or direct mail pieces. Even if they have an advertising agency to prepare trade paper space ads and newspaper campaigns, the agency may "shy away" from work involving so much detailed planning as promotional literature requires, unless it is set up to bill out such work on a time basis. This series is planned to help you build a file of usable plans for enlarging your sales contacts as rapidly and as economically as possible. Save these each month. Let us know if they are helpful!

9. Manufacturers are so used to seeing business reply cards set up completely for a reply to a particular sales proposition, that they overlook the fact that a reply card can be of an "all purpose" type, for enclosing with any individually typed message. Making it easy for each prospect to answer your sales letter is "half the battle." Perhaps you want to know what equipment he now lacks that you can supply? He answers and mails in a few seconds.

10. You can reach prospects in distant lands in a few days, not weeks, at only 10 cents each for airmail postage plus paper, if you can adapt your sales message to the post office "Air Letter" form, 7 5/16 x 12" inner spread, plus flap. No enclosures allowed. Airmail indicia and postage printed on sheet. Room for over 4,500 characters elite type, single spaced, over 600 words, plus three areas on back. Sketch shows reply form to detach.

11. Many firms fail to ask satisfied customers to help them find new prospects. If you make it easy, most customers will gladly comply. Four-section folding card (seal over bottom edge) has one section for your request to each customer, with three pre-stamped identical cards for your sales message to new prospects, detach on printed perforations at folds. Your customer addresses each card to a friend (prospect), adds short personal note as "P.S."

12. Here is an "all purpose" business reply label you can attach to sales letters, folders, booklets, etc., in lieu of a business reply card or envelope, to expedite inquiries and orders. Minimum size of the label is 2 3/4 x 4". You moisten the 1 1/2" stub end to attach to your sales material. Prospect detaches the label along printed perforation and mounts on lower right corner of his own envelope. You pay 4¢ postage on each one used.



13. A "midget" house magazine can be much better than none, and is often more thoroughly read than those that are too wordy. Commitment to a regular monthly publication on your products and services for prospects is usually a needed discipline; otherwise you might let several months go by without contact. Here a single sheet the size of a letterhead (8 1/2 x 11") is folded four different ways to make booklets of (A) 12, (B) 12, (C) 8, and (D) 16, pages.

14. Even though the government post card now costs two cents including paper, rather than one cent, it is still a direct mail bargain, securing high attention value at low cost; travels at speed of other first-class mail, permits handwritten additions to printed messages. Many manufacturers don't realize postal laws allow the use of the left-hand third of the address area for messages (1 13/16" wide x 3 1/4" high). This can be for a map (X), coupon (Y), or bulletin (Z), etc.

15. Whenever any new printed form is to be run, or a repeat of a standing form, by letterpress or offset, try to combine other needed forms with it in the same run. The more needed units you can put on the same sheet, the more you save in lock-up, makeready, ink, presswork, cutting, and overhead. Here, company letterhead is run with a form letter, an invoice, a statement, a half-sheet letter, a memo, and a phone message form. Same paper and ink, of course.

16. When short memos are attached to other papers by means of a paper clip, they often become separated, or lost, at critical moments. Good for inter-office use—and also for tipping on sales letters, folders, booklets, samples, etc., sent to prospects—is this small memo form bearing name of the writer; company name, address, and phone. Print in black or colored ink on white or colored gummed paper, cut without waste from 17 x 22" or 20 x 25" sheet.

CONNECTICUT ADVERTISING SERVICES

A DESCRIPTION OF THE PRINCIPAL ADVERTISING SERVICES
RENDERED BY LEADING ADVERTISING AGENCIES IN THE STATE.



Edward Graceman & Associates

Advertising • Sales Promotion • Public Relations

983 Main Street • Hartford, Conn.

• DEALER HELPS • CATALOGS • DISPLAYS •

TRADE PAPER

DIRECT MAIL

THE F. W. PRELLE COMPANY

Established 1934

Advertising

95 ELM STREET

HARTFORD, CONNECTICUT TELEPHONE: 7-3233

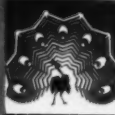
• PRODUCT LITERATURE • TRADE PUBLICITY •

Trade Paper and Consumer Advertising
Public Relations • Direct Mail • Catalogs.

**JULIAN
GROSS**
ADVERTISING
AGENCY

A complete, competent
personal agency service
with branch offices in all
key markets in the U.S.A.

11 ASYLUM ST. HARTFORD, CONN.



ARGUS ASSOCIATES

Advertising

956 CHAPEL STREET
NEW HAVEN 10, CONN.
TELEPHONE STate 7-5719

HUGH H. GRAHAM
IDEALIZATION
IN MARKETING
AND ADVERTISING
ASSOCIATES, INC.

*Personalized Service
backed by
Practical Experience*

TEN ARCADE
NEW BRITAIN
CONNECTICUT
Telephone 3-3676

THIS SPACE IS AVAILABLE
TO CONNECTICUT ADVERTISING AGENCIES

ASK FOR RATE

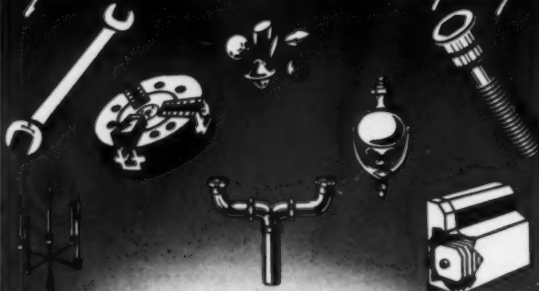
THE MANUFACTURERS ASSOCIATION
OF CONNECTICUT
928 FARMINGTON AVENUE, WEST HARTFORD

A *dvertising*
THE BASIC SALES METHOD!

Ted Sommers Inc.

1115 MAIN ST.
BRIDGEPORT 3, CONNECTICUT
PHONE 6-3528

You'd be in Good Company



R.H. Young and Associates

ADVERTISING

998 FARMINGTON AVE., WEST HARTFORD 7, CONN.

IT'S MADE IN CONNECTICUT

EDITOR'S NOTE: This department, giving a partial list of peace-time products manufactured in Connecticut by company, seeks to facilitate contacts between prospective purchasers in domestic or foreign markets and producers. It includes only those listings purchased by Connecticut manufacturers. Interested buyers may secure further information by writing this department. Connecticut manufacturers desiring to list their products in this department should write the Editor for listing rates.

(Advertisement)

Accounting Forms		Anodizing Equipment		Beads and Buttons	
Baker-Goodyear Co The	New Haven	Conn Metalcraft Inc	New Haven	Waterbury Companies Inc (metal)	Waterbury
Accounting Machines		Apparel Fabrics—Woolen & Worsteds		Bearings	
Underwood Corporation	Bridgeport	Broad Brook Company	Brook Brook	Fafnir Bearing Co (ball)	New Britain
Adding Machines		Artificial Leather		New Departure Div of General Motors (ball)	Bristol
Underwood Corporation	Bridgeport	Permatex Fabrics Corp The	Jewett City	Norma-Hoffmann Bearings Corp (ball and roller)	Stamford
Advertising Specialties		Asbestos		Bellows	
H C Cook Co The 32 Beaver St	Ansonia	Auburn Manufacturing Company The (gaskets, packings, wicks)	Middletown	Bridgeport Thermostat Company Inc (metallic)	Bridgeport
Halco Co	New Haven	Raybestos Div of Raybestos-Manhattan Inc The (brake linings, clutch facings, sheet packing and wick)	Bridgeport	Bellows Assemblies	
Waterbury Companies Inc	Waterbury	Asbestos & Rubber Packing		Bridgeport Thermostat Company Inc	Bridgeport
Aero Webbing Products		Colt's Manufacturing Company	Hartford	Bellows Shaft Seal Assemblies	
Russell Mfg Co	Middletown	Assemblies—Small		Bridgeport Thermostat Company Inc	Bridgeport
Air Compressors		Greist Manufacturing Co The	New Haven	Bells	
Spencer Turbine Co The	Hartford	J H Sessions & Son	Bristol	Bevin Brothers Mfg Co	East Hampton
Air Conditioning		Wallace Barnes Co The Div Associated Spring Corp	Bristol	Gong Bell Co The	East Hampton
Norwalk Airconditioning Corp The (forced air heating units oil fired)	South Norwalk	Auto Cable Housing		N N Hill Brass Co The	East Hampton
Air Impellers		Wiremold Company The	Hartford	Belt Fasteners	
The Torrington Manufacturing Co	Torrington	Automatic Control Instruments		Saling Manufacturing Company (patented self-aligning)	Unionville
Aircraft		Bristol Co The (temperature, pressure, flow, humidity, time)	Waterbury	Belting	
Sikorsky Aircraft Division United Aircraft Corporation (helicopters)	Bridgeport	Automobile Accessories		Hartford Belting Co	Hartford
Aircraft Accessories		Kilbourn-Sauer Company (lights and other accessories)	Fairfield	Russell Mfg Co The	Middletown
Chandler Evans Division Niles-Bement-Pond Co (jet engine accessories, aircraft carburetors, fuel pumps, water pumps and Protek plugs)	West Hartford	Raybestos Div of Raybestos-Manhattan Inc The (brake, lining, rivet, brass, clutch facings, packing)	Bridgeport	Thames Belting Co The	Norwich
Hamilton Standard Div United Aircraft Corp (propellers and other aircraft equipment)	Windsor Locks	Automotive Bodies		Bends—Pipe or Tube	
Manning Maxwell & Moore Inc (aircraft pressure switches and jet engine afterburner control systems)	Stratford	Metropolitan Body Company	Bridgeport	National Pipe Bending Co The	160 River St New Haven
Aircraft Instruments		Russell Mfg Co The	Middletown	Bicycle Coaster Brakes	
Gorn Electric Company Inc	Stamford	Automotive Parts		New Departure Div General Motors Corp	Bristol
Aircraft—Repair & Overhaul		Eis Manufacturing Co (Hydraulic and Mechanical)	Middletown	Bicycle Sundries	
Airport Department Pratt & Whitney Aircraft Division	Rentschler Field East Hartford	Automotive & Service Station Equipment		New Departure Div General Motors Corp	Bristol
United Airports Div United Aircraft Corp	Rentschler Field East Hartford	Raybestos Div of Raybestos-Manhattan Inc The (brake service machinery)	Bridgeport	Binders Board	
Aircraft Test Equipment		Scovill Manufacturing Company (Canned Oil Dispensers)	Waterbury 91	Colonial Board Company	Manchester
United Manufacturing Company	Hamden	Automotive Tools		Biological Products	
Air Ducts		Eis Manufacturing Company	Middletown	Ernst Bischoff Company Inc	Ivoryton
Wiremold Co The (Retractable)	Hartford	Badges and Metals		Blackening Salts for Metals	
Air Heaters—Direct Fired		Waterbury Companies Inc	Waterbury	Enthone Inc	New Haven
Peabody Engineering Corporation	Stamford	Bags—Paper		Mitchell-Bradford Chemical Co	Bridgeport
Aluminum Castings		American Paper Goods Company The	Kensington	Blades	
Consolidated Industries Inc	West Cheshire	Bakelite Moldings		Capewell Manufacturing Company	Metal Saw
Eastern Malleable Iron Company The	Naugatuck	Watertown Mfg Co The	Watertown	Division (hack saw and band saw)	Hartford
Newton-New Haven Co 688 Third Avenue	West Haven	Balls		Blankets—Automatic	
Charles Parker Company The	Meriden	Abbott Ball Co The (steel bearing and burnishing)	Hartford	General Electric Company	Bridgeport
Aluminum Forgings		Hartford Steel Ball Co The (steel bearing and burnishing, brass, bronze, monel, stainless aluminum)	Hartford	Bleaching, Dyeing, Printing & Finishing	
Consolidated Industries Inc	West Cheshire	Kilian Steel Ball Corp The	Hartford	United States Finishing Company The (textile fabrics)	Norwich
Scovill Manufacturing Company	Waterbury 91	Banbury Mixers		Blacks	
Aluminum Ingots		Farrel-Birmingham Company Inc	Ansonia	Howard Company (cupola fire clay)	New Haven
Lapides Metals Corp	New Haven	Barrels		Blower Fans	
Aluminum Lasts		Abbott Ball Co The (burnishing and tumbling)	Hartford	Colonial Blower Company	Plainville
United States Rubber Company	Shoe Hardware Division	Hartford Steel Ball Co The (tumbling)	Hartford	Spencer Turbine Co The	Hartford
Aluminum Paint		Barrels—Tumbling		Blower Systems	
Baer Brothers	Stamford	Conn Metalcraft Inc	New Haven	Colonial Blower Company	Plainville
Aluminum Paste		Bathroom Accessories		Ripley Co	Middletown
Baer Brothers	Stamford	Autoyre Company The	Oakville	Blueprints and Photostats	
Aluminum—Sheets & Coils		Charles Parker Co The	Meriden	Joseph Merritt & Co	Hartford
United Smelting & Aluminum Co Inc	New Haven	Batteries		Boilers	
Ammunition		Bond Electric Corporation Division of Olin Industries Inc (flashlight, radio, hearing aid and others)	New Haven	Bigelow Co The	New Haven
Remington Arms Co Inc and Peters Cartridge Div	Bridgeport	Winchester Repeating Arms Co	New Haven	Bolts and Nuts	
Winchester Repeating Arms Company Division	New Haven	Olin Industries Inc (flashlight, radio, hearing aid and others)	New Haven	Blake & Johnson Co The (nuts machine screw-bolts, stove)	Waterville
Anodizing		Bonding		Clark Brothers Bolt Co	Milldale
Conn Metal Finishing Co	Hamden	Bonderizing		O K Tool Co Inc The (T-Slot)	33 Hull St Shelton
Anodizing—Aluminum		Claireglow Mfg Company	Portland (Advt.)		
All Brite Chemical Co (also coloring)	Oakville				

IT'S MADE IN CONNECTICUT

Bottle Openers		Brass Mill Products		Cable-Service Entrance	
Scoville Mfg Co (steel, anodized aluminum)	Waterbury	American Brass Company The	Waterbury	General Electric Company	Bridgeport
Box Board		Brick-Building		Cages	
Lydall & Foulds Paper Co The	Manchester	Donnelly Brick Co The	New Britain	Andrew B Hendryx Co The (bird and animal)	New Haven
National Folding Box Co Inc	New Haven	Bricks-Fire		Cams	
Robertson Paper Box Co	Montville	Howard Company	New Haven	American Cam Company Inc	Hartford
Gair Company Inc Robert	Montville	Mullite Refractories Co The	Shelton	Hartford Special Machinery Co The	Hartford
New Haven Pulp and Board Co The	New Haven	Bright Wire Goods		Rowbottom Machine Company Inc	Waterbury
Boxes		Sargent & Company (Screw Eyes, Screw Hooks, Cup Hooks, Hooks and Hooks)	New Haven	Canvas Products	
Claireglow Mfg Company (metal)	Portland	Broaching		F B Skiff Inc	Hartford
Connecticut Container Corporation	New Haven	Hartford Special Machinery Co The	Hartford	Capacitors	
Gair Company Inc Robert (corrugated and solid fibre shipping containers)	Montville	Bronze Powders		Electro Motive Mfg Co Inc The (mica & trimmer)	Willimantic
Merriam Mfg Co (steel cash, bond, security, fitted tool and tackle boxes)	Durham	Braams-Brushes		Caps & Closures-Metal	
Warner Bros Co The (Acetate, Paper, Acetate and Paper Combinations, Counter Display, Setup)	Bridgeport	Fuller Brush Co The	Hartford	American Associates Mfg Corp	Deep River
Boxes and Crates		Buckles		Card Clothing	
City Lumber Co of Bridgeport Inc The	Bridgeport	B Schwanda & Sons	Staffordville	Standard Card Clothing Co The (for textile mills)	Stafford Springs
Boxes-Metal		G E Prentice Mfg Co The	Kensington	Carpenter's Tools	
Merriam Mfg Co (Bond and Security, Cash and Utility, Personal Files and Drawer Safes)	Durham	Hawie Mfg Co The	Bridgeport	Sargent & Company (Planes, Squares, Plumb Bobs, Bench Screws, Clamps and Vises)	New Haven
Boxes-Paper-Folding		John M Russell Mfg Co Inc	Naugatuck	Carpet Cushion	
Carpenter-Hayes Paper Box Co Inc The	East Hampton	North & Judd Manufacturing Co	New Britain	Sponge Rubber Products Co Inc	Shelton
Curtis & Sons Inc S	Sandy Hook	Patent Button Co The	Waterbury	Carpets and Rugs	
Dowd Carton Co M S	Groton	United States Rubber Company	Shoe Hardware Division	Bigelow-Sanford Carpet Co	Thompsonville
Folding Cartons Incorporated (paped, folding)	Versailles	Buffing Compounds		Casters	
Gair Company Inc Robert	Portland	Roberts Rouge Co The	Stratford	Bassick Company The (Industrial and General)	Bridgeport
National Folding Box Co Inc (paper folding)	New Haven	Buffing & Polishing Compositions		Casters-Industrial	
New Haven Pulp and Board Co The	New Haven	Apothecaries Hall Co	Waterbury	George P Clark Co	Windsor Locks
Robertson Paper Box Co	New Haven	Lea Mfg Co	Waterbury	Castings	
Warner Bros Co The	Bridgeport	Buffing Wheels		Bradley & Hubbard Mfg Co The (grey iron, brass, bronze, aluminum)	Meriden
Boxes-Paper-Setup		Williamsville Buff Div The	Bullard Clark Danielson	Connecticut Foundry Co (grey iron)	Rocky Hill
Box Shop Inc The	New Haven	Burners		Connecticut Malleable Castings Co (malleable iron castings)	New Haven
Bridgeport Paper Box Co	Bridgeport	Plume & Atwood Mfg Co The (kerosene oil lighting)	Waterbury	Consolidated Industries Inc	West Cheshire
Hemway Corporation The	Waterbury	Burners-Automatic		Charles Parker Company The (grey iron, brass, bronze, aluminum)	Meriden
Strouse Adler Company The	New Haven	Peabody Engineering Corporation	Stamford	Eastern Malleable Iron Company The (malleable iron, metal and alloy)	Naugatuck
Warner Bros Co The	Bridgeport	Burners-Coal and Oil		Farrel-Birmingham Company Inc (Mechanite, Nodular Iron, Steel)	Ansonia
Brake Cables		Peabody Engineering Corporation (Combined)	Stamford	Gillette-Vibber The (grey iron, brass, bronze, aluminum, also Bronze Bushing Stocks)	New London
Eis Manufacturing Co	Middletown	Burners-Gas		Plainville Casting Company (gray, alloy and high tensile irons)	Plainville
Brake Linings		Peabody Engineering Corporation (Blast Furnace)	Stamford	John M Russell Mfg Co Inc (brass, bronze and aluminum)	Naugatuck
Raybestos Div of Raybestos-Manhattan Inc The (automotive and industrial)	Bridgeport	Burners-Gas and Oil		Malleable Iron Fittings Co (malleable iron and steel)	Branford
Russell Mfg Co The	Middletown	Peabody Engineering Corporation (Combined)	Stamford	McLagon Foundry Co (grey iron)	New Haven
Brake Service Parts		Burners-Refinery		Meyer Iron and Brass Foundry Inc (grey iron)	Shelton
Eis Manufacturing Co	Middletown	Peabody Engineering Corporation (For Gas and Oil)	Stamford	Newton-New Haven Co (zinc and aluminum)	688 Third Ave West Haven
Brass & Bronze		Burnishing		Philbrick-Booth & Spencer Inc (grey iron)	Hartford
American Brass Co The (sheet, wire, rods, tubes)	Waterbury	Abbott Ball Co The (Burnishing Barrells and Burnishing Media)	Hartford	Producto Machine Company The	Bridgeport
Bridgeport Brass Company (sheet, rod, wire and tubing)	Bridgeport	Burs		Scovill Manufacturing Company (Brass & Bronze)	Waterbury 91
Bristol Brass Corp The (sheet, wire, rods)	Bristol	Pratt & Whitney Div Niles-Bement-Pond Co	West Hartford	Sessions Foundry Co The (grey iron)	Bristol
Chase Brass & Copper Co	Waterbury	Buttons		Turner & Seymour Mfg Co	Torrington
Miller Company The (phosphor bronze and brass in sheets, strips, rolls)	Meriden	B Schwanda & Sons	Staffordville	Union Mfg Co (grey iron & semi steel)	New Britain
Plume & Atwood Mfg Co The (sheet, wire, rod)	Thomaston	Frank Parizek Manufacturing Co The	Putnam	Waterbury Foundry Company The (highway & sash weights)	Waterbury
Scovill Manufacturing Company	Waterbury 91	Patent Button Co The	Waterbury	Wilcox Crittenden & Co Inc (gray iron and brass)	Middletown
Tinsheet Metals Co The (sheets and rolls)	Waterbury	Scovill Manufacturing Company (Uniform and Tack Fasteners)	Waterbury 91	Castings-Investment	
Western Brass Mills Division of Olin Industries Inc (sheet, strip)	New Haven	Waterbury Companies Inc (Uniform and Fancy Dress)	Waterbury	Arwood Precision Casting Corp	Groton
Brass & Bronze Ingot Metal		Cabinets		Castings-Permanent Mould	
Plum & Atwood Mfg Co The	Thomaston	Charles Parker Co The (medicine)	Meriden	Bradley & Hubbard Mfg Co The (zinc and aluminum)	Meriden
Whipple and Choate Company The	Bridgeport	Cabinet Work		Charles Parker Company The	Meriden
Brass, Bronze, Aluminum Castings		Hartford Builders Finish Co	Hartford	Cements-Refractory	
Charles Parker Company The	Meriden	Cable-Asbestos Insulated		Mullite Refractory Co The	Shelton
Victors Brass Foundry Inc	Guilford	Rockbestos Products Corp	New Haven	Chain	
Brass Goods		Cable-BX Armored		John M Russell Mfg Co Inc	Naugatuck
American Associates Mfg Corp	Deep River	General Electric Company	Bridgeport	Turner and Seymour Mfg Co The (weldless, sash, jack, safety, furnace, universal, lion and cable)	Torrington
American Brass Company The	Waterbury	Cable-Nonmetallic Sheathed		Chain-Power Transmission and Conveying	
Plume & Atwood Mfg Co The (to order)	Waterbury	General Electric Company	Bridgeport	Whitney Chain Company	Hartford
Rostand Mfg Co The (Ecclesiastical Brass Ware)	Milford	Chain-Welded and Weldless		Chain-Bead	
Scovill Manufacturing Company (to order)	Waterbury 91	Bridgeport Chain & Mfg Co	Bridgeport	Auto-Swage Products Inc	Shelton
Western Brass Mills Division of Olin Industries Inc (to order)	New Haven	Chairs		Bead Chain Mfg Co The	Bridgeport
		The Hitchcock Chair Company			Riverton (Adv.)

IT'S MADE IN CONNECTICUT

Chemical Manufacturing		Cones		Couplings—Self-Sealing	
Carwin Company The	North Haven	Sonoco Products Co (Climax-Lowell Div)	Mystic	Sperry Products Inc	Danbury
Chemicals		Consulting Engineers		Cranes and Conveyors	
American Cyanamid Company	Waterbury	Stanley P Rockwell Co Inc The (Consulting)	Hartford	I-B Engineering Sales Co	New Haven
Apothecaries Hall Co	North Haven	296 Homestead Ave		Crushers	
Carwin Company The	South Norwalk	Continuous Mill Gages		Farrel-Birmingham Company Inc	(Stone and Ansonia)
Edcan Laboratories	New Haven	Pratt & Whitney Div Niles-Bement-Pond Co	West Hartford	Cups—Paper	
Macalaster Bicknell Company	Waterbury	Contract Machining		American Paper Goods Company The ("Puritan")	Kensington
MacDermid Incorporated	United States	Malleable Iron Fittings Company	Branford	Cushioning for Packaging	
Naugatuck Chemical Division	Naugatuck	Contract Manufacturers		Gilman Brothers Co The	Gilman
Rubber Co	Canaan	American Associates Mfg Corp (metal stampings & assemblies)	Deep River	Cut Stone	
New England Lime Company	Groton	Grest Mfg Co The (metal parts and assemblies)	503 Blake St New Haven	Dextone Co The	New Haven
Pfizer & Co Inc Chas		Merriam Mfg Co (production runs—metal boxes and containers to specifications)	Durham	Cutters	
Chemicals—Agriculture		Plume & Atwood Mfg Co The (metal parts & assemblies)	Waterbury	Barnes Tool Company The (pipe cutters, hand)	New Haven
Naugatuck Chemical Division United States	Naugatuck	Scovill Manufacturing Company (metal parts and assemblies)	Waterbury 91	Mitrametric Co The (ground pinion)	Torrington
Chemicals—Aromatic		J H Sessions & Son	Bristol	O K Tool Co Inc The (inserted tooth milling)	Shelton
Naugatuck Rubber Co	Naugatuck	Controllers		Pratt & Whitney Div Niles-Bement-Pond Co (Milling Cutters all types)	West Hartford
Chemicals—Rubber		Bristol Company The	Waterbury	Decorative Plating and Polishing	
Robert J King Company Inc The	Norwalk	Manning Maxwell & Moore Inc	Stratford	City Plating Works Inc	Bridgeport
Christmas Light Clips		Conveyor Systems		Delayed Action Mechanism	
Foursome Manufacturing Co	Bristol	Leeds Electric & Mfg Co The	East Haven	M H Rhodes Inc	Hartford
Chromium Plating		Production Equipment Co	Meriden	R W Cramer Company Inc The	Centerbrook
American Associates Mfg Corp	Deep River	Copper		Deminerizers	
Chromium Corp of America	Waterbury	American Brass Corp The (sheet, wire, rods, tubes)	Waterbury	Crystal Research Laboratories	Hartford
Chromium Process Company The	Shelton	Bridgeport Brass Company (sheet, rod, wire and tubing)	Bridgeport	Diamonds—Industrial	
City Plating Works Inc	Bridgeport	Bristol Brass Corp The (steel)	Bristol	Diamond Tool and Die Works	Hartford
Chucks		Chase Brass & Copper Co (sheet, rod, wire tube)	Waterbury	Dictating Machines	
Cushman Chuck Co The	Hartford	Thinsheet Metals Co The (sheets and rolls)	Waterbury	Dictaphone Corporation	Bridgeport
Jacobs Manufacturing Co The	West Hartford	Western Brass Mills Division of	Olin Industries Inc (sheet, strip)	Gray Manufacturing Company The	Hartford
Union Manufacturing Company	New Britain	Copper Sheets		Soundscriber Corporation The	New Haven
Chucks—Drill		American Brass Company The	Waterbury	Die Castings	
Jacobs Manufacturing Co The	West Hartford	New Haven Copper Co The	Seymour	Newton-New Haven Co Inc	New Haven
Chucks & Face Plate Jaws		Copper Shingles		Die Casting Dies	
Union Mfg Co	New Britain	New Haven Copper Co The	Seymour	ABA Tool & Die Co	Manchester
Chucks—Power Operated		Copper Water Tube		Parker Stamp Works Co The	Hartford
Cushman Chuck Co The	Hartford	American Brass Company The	Waterbury	Weimann Bros Mfg Co The	Derby
Union Manufacturing Company	New Britain	Bridgeport Brass Co	Bridgeport	Die Castings (Aluminum & Zinc)	
Clay		Cords—Asbestos		Corbin Cabinet Lock Div American Hardware Corp	New Britain
Howard Company (Fire Howard "B" and High Temperature Dry)	New Haven	General Electric Company	Bridgeport	Stewart Die Casting Div	Stewart Warner Bridgeport
Cleaning Compounds		Cords—Braided		Die Castings—Zinc	
Enthone Inc (Industrial)	New Haven	General Electric Company	Bridgeport	Charles Parker Company The	Meriden
Cleaning Compounds		Cords—Heater		Die-Heads—Self Opening	
MacDermid Incorporated	Waterbury	General Electric Company	Bridgeport	Eastren Machine Screw Corp The	Truman & Barclay Sts New Haven
Clock Mechanisms		Cords—Portable		Die Polishing Machinery	
Lux Clock Mfg Co The	Waterbury	General Electric Company	Bridgeport	Hartford Special Machinery Co The	Hartford
Clocks		Cord Sets		Die Sets	
E Ingraham Co The	Bristol	Seeger-Williams Inc	Bridgeport	Pratt & Whitney Div Niles-Bement-Pond Co (Precision)	West Hartford
Seth Thomas Clocks	Thomaston	Cord Sets—Electric		Producto Machine Company The	Bridgeport
United States Time Corporation The	Waterbury	General Electric Company	Bridgeport	Union Mfg Co (precision, steel and semi-steel)	New Britain
Clocks—Alarm		Cork Cots		Dies	
Lux Clock Mfg Co The	Waterbury	Sonoco Products Co (Climax-Lowell Div)	Mystic	Hoggson & Pettis Mfg Co The	141 Brewery St New Haven
Clocks—Automatic Cooking		Corrugated Box Manufacturers		Mitrametric Co The (ground for gears)	Torrington
Lux Clock Mfg Co The	Waterbury	Connecticut Container Corporation	New Haven	Parker Stamp Works Inc The (plastics and die castings)	Hartford
Clutches		Corrugated Shipping Cases		Pratt & Whitney Div Niles-Bement-Pond Co (Monocone and Ducone Dies)	West Hartford
Snow-Nabstedt Gear Corp The	New Haven	Connecticut Corrugated Box Div Robert Gair Co Inc	Portland	Die Sinks	
Clutch Facings		D L & D Container Corp	87 Shelton Ave New Haven	Pratt & Whitney Div Niles-Bement-Pond Co	West Hartford
Russell Mfg Co The	Middletown	Cosmetic Containers		Dies and Die Sinking	
Clutch—Friction		Evelet Specialty Co The	Waterbury	Consolidated Industries	West Cheshire
Raybestos Div of Raybestos-Manhattan Inc The (clutch facings—molded, woven, fabric, metallic)	Bridgeport	Plume & Atwood Mfg Co The (metal)	Waterbury	Dish Drying Machines	
Coils—Electric		Cosmetics		Colt's Manufacturing Company	Hartford
Bittermann Electric Company	Canaan	J B Williams Co The	Glastonbury	Dish Washing Machines	
Coils—Pipe or Tube		Northam Warren Corporation	Stamford	Colt's Manufacturing Company	Hartford
National Pipe Bending Co The	160 River St New Haven	Cotton and Asbestos Wicking		Displays—Metal	
Whitlock Manufacturing Co The	Hartford	Bland Burner Co The	Hartford	Merriam Mfg Co (Contract Work to Individual Specifications)	Durham (Advt.)
Coin Tokens		Cotton Yarn			
Waterbury Companies Inc	Waterbury	Floyd Cranska Co The	Moosup		
Commercial Heat Treating		Counting Devices			
A F Holden Company The	52 Richard St West Haven	Veeder-Root Inc	Hartford		
Commercial Truck Bodies					
Metropolitan Body Company	Bridgeport				
Comparators					
Pratt & Whitney Div Niles-Bement-Pond Co (Electro-limit and Air-O-Limit)	West Hartford				
Compressors					
Norwalk Company Inc (high pressure air and gas)	South Norwalk				
Concrete Products					
Plastricrete Corp	Hamden				

I T ' S M A D E I N C O N N E C T I C U T

Door Closers	
P & F Corbin Division The American Hardware Corp.	New Britain
Sargent & Company	New Haven
Yale & Towne Mfg Co The	Stamford
Dowel Pins	
Allen Manufacturing Co The	Hartford
Holo-Krome Screw Corp The	West Hartford
Drafting Accessories	
Joseph Merritt & Co	Hartford
Drilling Machines	
Pratt & Whitney Div Niles-Bement-Pond Co (Deep Hole)	West Hartford
Drilling and Tapping Machinery	
Hartford Special Machinery Co The	Hartford
Drop Forgings	
Atwater Mfg Co	Plantville
Blakeslee Forging Company The	Plantville
Bridgeport Hdwe Mfg Corp The	Bridgeport
Capewell Mfg Company	Hartford
Consolidated Industries	West Cheshire
Wilcox Crittenden & Co Inc	Middletown
Druggists' Rubber Sundries	
Seamless Rubber Company The	New Haven
Duplicating Machines—Automatic	
Pratt & Whitney Div Niles-Bement-Pond Co	West Hartford
Elastic Webbing	
Russell Mfg Co The	Middletown
Electric Cables	
Rockbestos Products Corp (asbestos insulated)	New Haven
Electric Clocks	
Sessions Clock Co The (alarm, kitchen, occasional and office)	Forestville
Electric—Commutators & Segments	
Cameron Elec Mfg Co The (rewinding motors)	Ansonia
Electric Cord Springs	
Bristol Spring Manufacturing Co	Plainville
Electric Cords	
General Electric Company	Bridgeport
Rockbestos Products Corp (asbestos insulated)	New Haven
Electric Eye Control	
United Cinephone Corporation	Torrington
Electric Fixture Wire	
General Electric Company	Bridgeport
Rockbestos Products Corp (asbestos insulated)	New Haven
Electric Hand Irons	
Winsted Hardware Mfg Co (trade mark "Durable")	Winsted
Electric Insulation	
Case Brothers Inc	Manchester
Rogers Corporation The	Manchester
Stevens Paper Mills Inc The	Windsor
Electric Lighting Fixtures	
Fan-Craft Mfg Co (residential, church, post lanterns)	Plainville
Plume & Atwood Mfg Co The	Waterbury
Wasley Products Inc	Plainville
Electric Motor Controls	
Arrow-Hart & Hegeman Electric Co The	Hartford
Electrical Outlet and Switch Boxes, and Covers	
General Electric Company	Bridgeport
Electric Panel Boards	
Federal Electric Products Co Inc	Hartford
Electric Safety Switches	
Federal Electric Products Co Inc	Hartford
Electric Shavers	
Schick Incorporated	Stamford
Electric Signs	
United Advertising Corp	New Haven
Electric Switches	
Arrow-Hart & Hegeman Electric Co The	Hartford
General Electric Company	Bridgeport
Electric Time Controls	
R W Cramer Company Inc The	Centerbrook
Electric Timers	
Sessions Clock Co The	Forestville
Electric Timing Motors	
Sessions Clock Co The (small)	Forestville
Electric Wire	
General Electric Company	Bridgeport
Rockbestos Products Corp (asbestos insulated)	New Haven
Electric Wiring Devices	
Arrow-Hart & Hegeman Electric Co The	Hartford
General Electric Company	Bridgeport
Electrical Circuit Breakers	
Federal Electric Products Co Inc	Hartford
Electrical Conduit Fittings & Grounding Specialties	
Gillette-Vibber Company The	New London
Electrical Control Apparatus	
Federal Electric Products Co Inc	Hartford
Electrical Goods	
A C Gilbert Co	New Haven
Electrical Motors	
U S Electrical Motors Inc	Milford
Electrical Outlet and Switch Boxes, and Covers	
General Electric Company	Bridgeport
Electrical Recorders	
Bristol Co The	Waterbury
Electrical Relays and Controls	
Allied Control Co	Plantville
Electrical Wiring Systems	
Wiremold Co The	Hartford
Electronics	
Gray Manufacturing Company The	Hartford
Ripley Co	Middletown
Sturup Larrabee & Warmers Inc	Middletown
Electroplating	
American Associates Mfg Corp	Deep River
National Sherardizing & Machine Co	Hartford
Waterbury Plating Company	Waterbury
Electroplating—Equipment & Supplies	
Enthone Inc	New Haven
Lea Manufacturing Co The	Waterbury
MacDermid Incorporated	Waterbury
Electroplating Processes & Supplies	
Enthone Inc	New Haven
United Chromium Incorporated	Waterbury
Electrotypes	
Barium-Hayward Electrotypes Co Inc	New Haven
New Haven Electrotypes Div	Electrographic
Corp	New Haven
Elevators	
Eastern Machinery Co The (passenger and freight)	New Haven
General Elevator Service Co	Hartford
Enameling	
Conn Metal Finishing Co	Hamden
Waterbury Plating Company	Waterbury
Enameling and Finishing	
Claireglow Mfg Co	Portland
Enamels	
Baer Brothers	Stamford
End Milling Cutters	
Pratt & Whitney Div Niles-Bement-Pond Co	West Hartford
Engines	
Pratt & Whitney Aircraft Div	United Aircraft
Corp (aircraft)	East Hartford
Wolverine Motor Works Inc (diesel stationary marine)	Bridgeport
Envelopes	
Curtis 1000 Inc	Hartford
United States Envelope Company	Hartford
Hartford Division	Hartford
Envelopes—Stock and Special	
American Paper Goods Company The	Kensington
Extractors—Tap	
Walton Company The	West Hartford
Eyelets	
American Brass Company The	Waterbury
Platt Bros & Co The P O Box 1030	Waterbury
Plume & Atwood Mfg Co The	Waterbury
Scovill Manufacturing Company	Waterbury 91
Eyelets, Ferrules and Wiring Terminals	
American Brass Company The	Waterbury
Waterbury Companies Inc	Waterbury
Eyelet Machine Products	
Ball & Socket Mfg Co The	West Cheshire
American Brass Company The	Waterbury
Fabricated Alloys	
Rolock Inc (Heat Treating, Finishing)	Fairfield
Fancy Dress Buttons and Buckles	
Waterbury Companies Inc	Waterbury
Fans—Electric	
General Electric Company	Bridgeport
Fasteners—Slide & Snap	
G E Prentice Mfg Co The	Kensington
Scovill Manufacturing Company (snap and slide fasteners)	Waterbury 91
Felt	
Auburn Manufacturing Company The (mechanical, cut parts)	Middletown
Drycor Felt Company (paper makers and industrial)	Staffordville
Felt—All Purpose	
American Felt Co (Mill & Cutting Plant)	Glenville
Chas W House & Sons Inc (Mills & Cutting Plant)	Cutting Unionville
Fenders—Boat	
Sponge Rubber Products Co Inc	Shelton
Fibre Board	
Case Brothers Inc	Manchester
C H Norton Co The	North Westchester
Rogers Corporation (Specialty)	Manchester
Stevens Paper Mills Inc The	Windsor
Finger Nail Clippers	
H C Cook Co The	32 Beaver St Ansonia
File Cards	
Standard Card Clothing Co The	Stafford Springs
Films	
Cine-Video Productions Inc	Milford
Firearms	
Colt's Manufacturing Company	Hartford
Marlin Firearms Co The	New Haven
O F Mosberg & Sons Inc	New Haven
Remington Arms Company Inc	Bridgeport
Winchester Repeating Arms Company Division	New Haven
Olin Industries Inc	New Haven
Fire Hose	
Fabrics Fire Hose (municipal and industrial)	Sandy Hook
Fireplace Goods	
American Windshield & Specialty Co The	Milford
881 Boston Post Road	Milford
John P Smith Co The (screens) 423-33	Chapel St New Haven
Fireproof Floor Joists	
Dextone Co The	New Haven
Fireworks	
M Backes' Sons Inc	Wallingford
Fishing Tackle	
Bevin-Wilcox Line Co The (lines)	East Hampton
H C Cook Co The 32 Beaver St	Ansonia
Horton Mfg Co The (reels, rods, lines)	Bristol
Flashlights	
Bond Electric Corporation Division of Olin Industries Inc	New Haven
Bridgeport Metal Goods Mfg Co	Bridgeport
Winchester Repeating Arms Company Division	New Haven
Olin Industries Inc	New Haven
Flat Springs	
Bristol Spring Manufacturing Co	Plainville
Flexible Shaft Machines	
Pratt & Whitney Div Niles-Bement-Pond Co	West Hartford
(Adv.)	(Adv.)

IT'S MADE IN CONNECTICUT

Floor & Ceiling Plates

Beaton & Cadwell Mfg Co The New Britain

Fluorescent Lighting Equipment

Vanderman Manufacturing Co The Willimantic
Wiremold Company The Hartford

Food Mixing Machines

Colt's Manufacturing Company Hartford

Forgings

Clark Brothers Bolt Co Milldale
Consolidated Industries Inc West Cheshire
Heppenstall Co (all kinds and shapes)

Seovill Manufacturing Company (Non-ferrous) Bridgeport
Waterbury 91

Foundries

Connecticut Malleable Castings Co (malleable iron castings) New Haven
Farrel-Birmingham Company Inc (Iron and Steel) Ansonia
Charles Parker Company The (iron, brass, bronze, aluminum) Meriden
Plainville Casting Company (gray, alloy and high tensile irons) Plainville
Product Machine Company The Bridgeport
Sessions Foundry Co The (iron) Bristol
Stonington Div of Emhart Manufacturing Co Stonington
Union Mfg Co (gray iron & semi steel) New Britain

Wilcox Crittenden & Co Inc (iron, brass, aluminum and bronze) Middletown

Foundry Riddles

John P Smith Co The 423-33 Chapel St New Haven
Rolock Inc (brass, galvanized steel) Fairfield

Fuel Oil Pump and Heater Sets

Peabody Engineering Corporation Stamford

Furnaces

Norwalk Airconditioning Corp The (warm air oil fired) South Norwalk

Furnace Linings

Mullite Refractories Co The (refractories, super refractories) Shelton

Fuses—Plug and Cartridge

General Electric Company Bridgeport

Gage Blocks

Pratt & Whitney Div Niles-Bement-Pond Co (Alloy steel and Carbide, Hoke and USA) West Hartford

Galvanizing

Malleable Iron Fittings Co Branford
Wilcox Crittenden & Co Inc Middletown

Galvanizing & Electrical Plating

Gillette-Vibber Co The New London

Gaskets

Auburn Manufacturing Company The (from all materials) Middletown
Raybestos Div of Raybestos-Manhattan Inc The Bridgeport
Tsingris Die Cutting Corp (from all materials) Waterbury

Gas Range Conversion Burner

Holyoke Heater Corp of Conn., Inc Hartford

Gas Scrubbers, Coolers and Absorbers

Peabody Engineering Corporation Stamford

Gauges

Bristol Co The (pressure and vacuum—recording automatic control) Waterbury
Helicoid Gage Division American Chain & Cable Co The (pressure and vacuum) Bridgeport

Manning Maxwell & Moore Inc Stratford
Pratt & Whitney Div Niles-Bement-Pond Co (Precision Measurement, all types) West Hartford

Gears

Mitrametric Co The (blanked fine pitch) Torrington

Gears and Gear Cutting

Farrel-Birmingham Company Inc Ansonia
Hartford Special Machinery Co The Hartford

Glass Blowing

Macalaster Bicknell Company New Haven

Glass Cutters

Fletcher-Terry Co The Forestville

Glass Making Machinery

Hartford-Empire Company Div of Emhart Manufacturing Co Hartford

Golf Equipment

Horton Mfg Co The (clubs, shafts, balls, bags) Bristol

Greeting Cards

A D Steinbach & Sons Inc New Haven

Grinding

Centerless Grinding Co Inc The (Precision custom grinding; centerless, cylindrical, surfaces, internal and special) 19 Staples St Bridgeport

Farrel-Birmingham Company Inc (Roll and Cylindrical) Ansonia
Hartford Special Machinery Co The (gears, threads, cams and splines) Hartford

Grinding Heads—Internal

Pratt & Whitney Div Niles-Bement-Pond Co (Pneumatic, High Speed) West Hartford

Grinding Machines

Farrel-Birmingham Company Inc (Roll) Ansonia

Pratt & Whitney Div Niles-Bement-Pond Co (Surface, Die, Gear and Cutter Grinders) West Hartford

Rowbottom Machine Company Inc (cam) Waterbury

Grommets

American Brass Company The Waterbury
Plume & Atwood Mfg Co The Waterbury

Guards for Machinery

Wheeler Co The G E New Haven

Hack and Band Saw Blades

Capewell Manufacturing Co The Hartford

Hand Tools

Bridgeport Hdwe Mfg Corp The (nail pullers, scout axes, box opening tools, trowels, coping saws, putty knives) Bridgeport
James J Ryan Tool Works The (screwdrivers, machinists' punches, cold chisels, scratch awls and nail sets) Southington

Hard Chrome

City Plating Works Inc Bridgeport

Hardness Testers

Wilson Mechanical Instrument Div American Chain & Cable Company Inc Bridgeport

Hardware

Bassick Company The (Automotive) Bridgeport
Harloc Products Corp New Haven
P & F Corbin Division The American Hardware Corp (builders) New Britain
Sargent & Company New Haven
Wilcox Crittenden & Co Inc (marine heavy and industrial) Middletown
Yale & Towne Mfg Co The Stamford

Hardware—Marine & Bus

Rostand Mfg Co The Milford

Hardware—Trailer Cabinet

Excelsior Hardware Co The Stamford

Hardware, Trunk & Luggage

Corbin Cabinet Lock Div American Hardware Corp New Britain
J H Sessions & Son Bristol
Yale & Towne Mfg Co The Stamford

Hat Machinery

Doran Bros Inc Danbury

Health Surgical & Orthopedic Supports

Berger Brothers Company The (custom made for back, breast, and abdomen) New Haven

Heat Exchangers

Whitlock Manufacturing Co The Hartford

Heat Elements

Safeway Heat Elements Inc (woven wire resistance type) Middletown

Heat Treating

A F Holden Co The 52 Richard St West Haven
Bennett Metal Treating Co The 1045 New Britain Ave Elmwood
New Britain-Gridley Machine Division The New Britain Machine Co New Britain
Stanley P Rockwell Co Inc The 296 Homestead Ave Hartford

Heat-Treating Equipment

Bauer & Company Hartford
A F Holden Company The 52 Richard Street West Haven (Main Plant)
Autoyre Company The Oakville
Rolock Inc (Baskets, Muffles, etc.) Fairfield
Stanley P Rockwell Co Inc The (commercial) Hartford
Wallace Barnes Co The Div Associated Spring Corp Bristol

Heat Treating Salts and Compounds

A F Holden Company The 52 Richard Street West Haven
Mitchell-Bradford Chemical Co Bridgeport

Heating Apparatus

Miller Company The (domestic oil burners and heating devices) Meriden

Heating and Cooling Coils

G & O Manufacturing Co New Haven

Heavy Chemicals

Naugatuck Chemical Division United States Rubber Co (sulphuric, nitric and muriatic acids and aniline oil) Naugatuck

Hex-Socket Screws

Bristol Company The Waterbury
Holo-Krome Screw Corp The West Hartford

Highway Guard Rail Hardware

Malleable Iron Fittings Co Branford

Hinges

Homer D Bronson Company Beacon Falls

Hobs and Hobbings

ABA Tool & Die Co Manchester
Pratt & Whitney Div Niles-Bement-Pond Co (Die and Thread Milling) West Hartford

Hoists

J-B Engineering Sales Co New Haven

Hoists and Trolleys

Union Mfg Company New Britain

Home Laundry Equipment

General Electric Company Bridgeport

Hose—Flexible Metallic

American Brass Co
American Metal Hose Branch Waterbury

Hose Supporter Trimmings

Hawie Mfg Co The (So-Lo Grip Tabs) Bridgeport

Hospital Signal Systems

Conn Telephone & Electric Corp Subsidiary of Great American Industries Inc Meriden

Hydraulic Brake Fluids

Eis Manufacturing Co Middletown

Hydraulic Controls

Sperry Products Inc Danbury

Inductors

C G S Laboratories Inc Stamford

Industrial Finishes

Atlas Powder Co Zapon Div Stamford
Chemical Coatings Corporation Rocky Hill
United Chromium Incorporated Waterbury

Industrial and Masking Tapes

Seamless Rubber Company The New Haven

Industrial Tools—Powder Actuated

Remington Arms Company Inc Bridgeport

Infra-Red Equipment

Leeds Electric and Mfg Co The Hartford

Insecticides

American Cyanamid Company Waterbury

Insecticide Bomb

Bridgeport Brass Company (Aer*a*sol) Bridgeport

Insulated Wire & Cable

General Electric Company Bridgeport
Kerite Company The Seymour

Insulated Wire & Cable Machinery

Davis Electric Company Wallingford

Instruments

Bristol Company The Waterbury
J-B-T Instruments Inc (Electrical and Temperature) New Haven
Manning Maxwell & Moore Inc Stratford

Pratt & Whitney Div Niles-Bement-Pond Co (Precision Measuring) West Hartford

Insulation

Gilman Brothers Co The Gilman (Advt.)

I T ' S M A D E I N C O N N E C T I C U T

Inter-Communications Equipment
Conn Telephone & Electric Corp Subsidiary of
Great American Industries Inc Meriden

Interval Timers
Lux Clock Manufacturing Company Waterbury
Rhodes Inc M H Hartford

Ironing Machines—Electric
General Electric Company Bridgeport

Jacquard
Case Brothers Inc Manchester

Japanning
J H Sessions & Son Bristol

Jig Borer
Moore Special Tool Co (Moore) Bridgeport
Pratt & Whitney Div Niles-Bement-Pond Co West Hartford

Jig Grinder
Moore Special Tool Co (Moore) Bridgeport

Jointing
Raybestos Div of Raybestos-Manhattan Inc The
(compressed sheets) Bridgeport

Keller Machines
Pratt & Whitney Div Niles-Bement-Pond Co West Hartford

Key Blanks
Corbin Cabinet Lock Div American Hardware Corp New Britain
Sargent & Company New Haven
Yale & Towne Mfg Co The Stamford

Labels
J & J Cash Inc (Woven) South Norwalk
Naugatuck Chemical Division United States Rubber Co (for rubber articles) Naugatuck

Label Moisteners
Better Packages Inc Shelton

Laboratory Equipment
Eastern Industries Inc New Haven

Laboratory Supplies
Macalaster Bicknell Company New Haven

Laces
Wilcox Lace Corporation The Middletown

Laces and Nettings
Wilcox Lace Corporation The Middletown

Lacquers & Synthetic Enamels
Atlas Powder Co Zapon Div Stamford
Baer Brothers Stamford
Chemical Coatings Corporation Rocky Hill
United Chromium Incorporated Waterbury

Ladders
A W Flint Co 196 Chapel St New Haven

Lamps
Plume & Atwood Mfg Co The (metal oil) Waterbury

Lampholders—Incandescent and Fluorescent
General Electric Company Bridgeport

Lamp Shades
Verplex Company The Essex

Lathes—Contin-U-Matic
Bullard Company The (vertical multi-spindle-continuous turning type) Bridgeport

Lathes—30H Man-Au-Trol
Bullard Company The (horizontal 3 spindle) Bridgeport

Lathes—Mult-Au-Matic
Bullard Company The (vertical multi-spindle-indexing type) Bridgeport

Lathes—Toolroom and Automatic
Pratt & Whitney Div Niles-Bement-Pond Co West Hartford

Lathes—Vertical Turret
Bullard Company The (single spindle) Bridgeport

Laundry Roll Covers
Atlas Powder Co Zapon Div Stamford

Lead Plating
Christie Plating Co The Groton

Leather
Herman Roser & Sons Inc (Genuine Pigskin) Glastonbury

Leather Dog Furnishings
Andrew B Hendryx Co The New Haven
The Smith-Worthington Saddlery Co Hartford

Leather Goods Trimmings
G E Prentice Mfg Co The Kensington

Leather, Mechanical
Auburn Manufacturing Company The (pack-ings, cubs, washers, etc) Middletown

Letterheads
Lehman Brothers Inc (designers, engravers, lithographers) New Haven

Lighting Accessories—Fluorescent
General Electric Company Bridgeport

Lighting Equipment
Miller Co The (Miller, Duplexalite, Ivanhoe) Meriden
United Manufacturing Co New Haven

Lime
New England Lime Company Canaan

Lipstick Containers
Bridgeport Metal Goods Mfg Co Bridgeport

Lithographers
O'Toole & Sons Inc T Stamford

Lithographing
Kellogg & Bulkeley A Division of Connecticut Printers Inc Hartford
Lehman Brothers Inc New Haven
A D Steinhach & Sons New Haven

Locks—Banks
Yale & Towne Mfg Co The Stamford

Locks—Builders
Eagle Lock Co The Terryville
P & F Corbin Division The American Hard-ware Corp New Britain
Sargent & Company New Haven
Yale & Towne Mfg Co The Stamford

Locks—Cabinet
Eagle Lock Co The Terryville
Corbin Cabinet Lock Div American Hardware Corp New Britain
Excelsior Hardware Co The Stamford
Yale & Towne Mfg Co The Stamford

Locks—Special Purpose
Eagle Lock Co The Terryville
Yale & Towne Mfg Co The Stamford

Locks—Suitcase
Eagle Lock Co The Terryville

Locks—Suit-Case and Trimmings
Corbin Cabinet Lock Div American Hardware Corp New Britain
Excelsior Hardware Co The Stamford

Locks—Trunk
Eagle Lock Co The Terryville
Excelsior Hardware Co The Stamford
Yale & Towne Mfg Co The Stamford

Locks—Zipper
Excelsior Hardware Co The Stamford

Loom—Non-Metallic
Wiremold Company The Hartford

Luggage Fabric
Falls Company The Norwich

Lumber & Millwork Products
City Lumber Co of Bridgeport Inc Bridgeport

Machetes
Collins Company The Collinsville

Machine Tools
Bullard Company The Bridgeport
Pratt & Whitney Div Niles-Bement-Pond Co West Hartford
Producto Machine Company The Bridgeport

Machine Work
Farrel-Birmingham Company Inc Ansonia
Fenn Manufacturing Company The (precision parts) Hartford
Hartford Special Machinery Co The (contract work only) Hartford
National Sherardizing & Machine Co (job) Hartford
Parker Stamp Works Inc The (Special) Hartford

Swan Tool & Machine Co The
Torrington Manufacturing Co The (special roll-ing mill machinery) Torrington

Machinery
Fenn Manufacturing Company The (special) Hartford
Globe Tapping Machine Company (dial type drilling and tapping) Bridgeport
Hallden Machine Company The (mill) Thomaston
Torrington Manufacturing Co The (mill) Torrington

Machinery—Bolt and Nut
Waterbury Farrel Foundry & Machine Co The Waterbury

Machinery—Cold Heading
Waterbury Farrel Foundry & Machine Co The Waterbury

Machinery Dealers & Rebuilders
Botwinik Brothers New Haven
J L Lucas and Son Fairfield
State Machinery Co Inc New Haven

Machinery—Extruding
Standard Machinery Co The Mystic

Machinery—Metal-Working
Waterbury Farrel Foundry & Machine Co The Waterbury
Pratt & Whitney Div Niles-Bement-Pond Co West Hartford

Machinery—Nut
Waterbury Farrel Foundry & Machine Co The (forming and tapping) Waterbury

Machinery—Screw and Rivet
Waterbury Farrel Foundry & Machine Co The Waterbury

Machinery—Wire Drawing
Waterbury Farrel Foundry & Machine Co The Waterbury

Machinery—Wire Straightening
Mettler Machine Tool Inc New Haven

Machines
Campbell Machine Div American Chain & Cable Co Inc (cutting & nibbling) Bridgeport
Coulter & McKenzie Machine Co The (special, new development engineering design and construction) Bridgeport
Patent Button Company The Waterbury

Machines—Automatic
A H Nilson Mach Co The (Special) Bridgeport

Machines—Automatic Chucking
Bullard Company The Bridgeport
New Britain-Gridley Machine Division The New Britain Machine Co (multiple spindle and double end) New Britain
Pratt & Whitney Div Niles-Bement-Pond Co (Potter & Johnson) West Hartford

Machines—Automatic Screw
New Britain-Gridley Machine Division The New Britain Machine Co (single and multiple spindle) New Britain

Machines—Automatic Shaft Turning
Bullard Company The (30H lathe—horizontal 3 spindle) Bridgeport

Machines—Brushing
Fuller Brush Co The Hartford

Machines—Conveyor
Bullard Company The (Bullard-Dunn rotary conveyor indexing type) Bridgeport

Machines—Contin-U-Matic
Bullard Company The (vertical multi-spindle—continuous turning) Bridgeport

Machines—Draw Benches
Fenn Manufacturing Company The Hartford

Machines—Drill Spacing
Bullard Company The (Man-Au-Trol spacer—used in conjunction with radical drills) Bridgeport

Machines—Drop Hammers
Fenn Manufacturing Company The Hartford

Machines—Forming
A H Nilson Mach Co The (four-slide wire and ribbon stock) Bridgeport

Machines—Mult-Au-Matic
Bullard Company The Bridgeport

Machines—Paper Ruling
John McAdams & Sons Inc Norwalk

Machines—Pipe & Bolt Threading
Capewell Mfg Co The Hartford
(Advt.)

IT'S MADE IN CONNECTICUT

Machines—Precision Boring
New Britain-Gridley Machine Division
The New Britain Machine Co New Britain

Machines—Rolling
Fenn Manufacturing Company The Hartford

Machines—Slotting
Globe Tapping Machine Company The (High
Production Screw Head Slotting) Bridgeport
Waterbury Farrel Foundry & Machine Co The
(screw head) Waterbury

Machines—Special
Fuller Brush Co The Hartford

Machines—Swaging
Fenn Manufacturing Company The Hartford

Machines—Thread Rolling
Hartford Special Machinery Co The Hartford
Waterbury Farrel Foundry & Machine Co The
Waterbury

Machines—Turks Head
Fenn Manufacturing Company The Hartford

Machines—Well Drilling
Consolidated Industries West Cheshire

Machines—Wire Drawing
Fenn Manufacturing Company The Hartford

Mail Boxes, Apartment & Residential
Corbin Cabinet Lock Div American Hardware
Corp New Britain

Mailing Machines
Pitney-Bowes Inc Stamford

Manicure Instruments
W E Bassett Company The Derby

Manganese Bronze Ingot
Whipple and Choate Company Bridgeport

Marine Engines
Kilborn-Sauer Company (running lights and
searchlights) Fairfield
Lathrop Engine Co The Mystic

Marine Equipment
Wilcox Crittenden & Co Inc Middletown

Marine Reserve Gears
Snow-Nabstedt Gear Corp The New Haven

Marking Devices
Hoggson & Pettis Mfg Co The New Haven
Parker Stamp Works Inc The (steel) Hartford

Mattresses
Waterbury Mattress Co Waterbury

Mechanics Hand Tool
Bridgeport Hdwe Mfg Corp The (screw drivers,
wrenches, pliers, cold chisels, hammers, auto
repair tools) Bridgeport

Metal Boxes and Displays
Durham Manufacturing Company The Durham
Merriam Mfg Co (Bond, Security, Cash, Util-
ity, Personal Files, Drawer Safes, Custombuilt
containers and displays) Durham

Metal Cleaners
Apothecaries Hall Co Waterbury
Enthone Inc New Haven
MacDermid Incorporated Waterbury

Metal Cleaning Machines
Colt's Manufacturing Company Hartford

Metal Finishes
Enthone Inc New Haven
Mitchell-Bradford Chemical Co Bridgeport
United Chromium Incorporated Waterbury

Metal Finishing
American Associates Mfg Corp Deep River
National Sherardizing & Machine Co Hartford
Waterbury Plating Company Waterbury

Metal Formings
Master Engineering Company West Cheshire

Metalizing
Conn Metal Finishing Co Hamden

Metal Novelties
H C Cook Co The 32 Beaver St Ansonia

Metal Products—Stampings
American Brass Company The Waterbury
J H Sessions & Son Bristol
Scovill Manufacturing Company (Made-to-Or-
der) Waterbury 91

Metal Specialties
Excelsior Hardware Co The Stamford

Metal Stampings
American Associates Mfg Corp Deep River
American Brass Company The Waterbury
Autoyre Co The (Small) Oakville
Bridgeport Chain & Mfg Co Bridgeport
DooVal Tool & Mfg Inc The Naugatuck
Excelsior Hardware Co The Stamford
Greist Mfg Co The 503 Blake St New Haven
H C Cook Co The 32 Beaver St Ansonia
Master Engineering Company West Cheshire
J A Otterbein Company The (metal fabrica-
tions) Middletown
J H Sessions & Son Bristol
Patent Button Co The Waterbury
G E Prentice Mfg Co The Kensington
Plume & Atwood Mfg Co The Waterbury
Saling Manufacturing Company Unionville
Stanley Works The New Britain
Swan Tool & Machine Co The Hartford
United States Rubber Company Shoe Hard-
ware Division Waterbury
Verplex Company The (Contract) Essex
Waterbury Lock & Specialty Co The Milford

Meters—Gas
Sprague Meter Company Bridgeport

Meters—Parking
Rhodes Inc M H Hartford

Microscope—Measuring
Lundeberg Engineering Company Hartford

Milk Bottle Carriers
John P Smith Co The 423-33 Chapel St
New Haven

Millboard
Raybestos Div of Raybestos-Manhattan Inc The
(asbestos) Bridgeport

Millwork
Hartford Builders Finish Co Hartford

Milling Machines
Pratt & Whitney Div Niles-Bement-Pond Co
(Keller Tracer—Controlled Milling Machines)
West Hartford
Rowbottom Machine Company Inc (cam) Waterbury

Mill Supplies
Wilcox Crittenden & Co Inc Middletown

Miniature Precision Connectors
Gorn Electric Co Stamford

Minute Minders
Lux Clock Mfg Co The Waterbury

Mirror Rosettes and Hangers
Waterbury Companies Inc Waterbury

Mixing Equipment
Eastern Industries Inc New Haven

Mops
Fuller Brush Co The Hartford

Moulded Plastic Products
Colt's Manufacturing Company Hartford
Patent Button Co The Waterbury
Waterbury Companies Inc Waterbury
Watertown Mfg Co The 117 Echo Lake Road
Watertown

Mouldings
Himmel Brothers Co The (architectural, metal
and store front) Hamden

Moulds
ABA Tool & Die Co Manchester
Hoggson & Pettis Mfg Co The (steel) New Haven
114 Brewery St New Haven
Lundeberg Engineering Company (plastics) Hartford

Parker Stamp Works Inc The (compression
injection & transfer for plastics) Hartford
Sessions Foundry Co The (heat resisting for
non-ferrous metals) Bristol

Napper Clothing
Standard Card Clothing Co The (for textile
mills) Stafford Springs

Nettings
Wilcox Lace Corp The Middletown

Nickel Anodes
Apothecaries Hall Co Waterbury
Seymour Mfg Co The Seymour

Nickel Silver
American Brass Company The Waterbury
Plume & Atwood Mfg Co The Thomaston
Seymour Mfg Co The Seymour
Waterbury Rolling Mills Inc (sheets, strips,
rolls) Waterbury
Western Brass Mills Division of Olin Indus-
tries Inc (sheet, strip) New Haven

Stamford

Deep River
Waterbury

Oakville
Bridgeport

Naugatuck
Stamford

New Haven

West Cheshire

Middletown

Bristol

Kensington

Waterbury

Unionville

New Britain

Hartford

Shoe Hard-
ware Division

Essex

Milford

Bridgeport

Hartford

Hartford

Waterbury

Middletown

Stamford

Waterbury

Waterbury

New Haven

Hartford

Hartford

Waterbury

Waterbury

Lake Road

Watertown

Hamden

Manchester

New Haven

Hartford

Hartford

Bristol

Stafford Springs

Middletown

Seymour

Waterbury

Thomaston

Seymour

Waterbury

New Haven

Nickel Silver Ingot
Whipple and Choate Company The Bridgeport

Night Latches
P & F Corbin Division The American Hard-
ware Corp New Britain
Sargent & Company New Haven
Yale & Towne Mfg Co Inc Stamford

Non-ferrous Metal Castings
Miller Company The Meriden

Nuts, Bolts and Washers
Clark Brothers Bolt Co Milldale

Office Equipment
Pitney-Bowes Inc Stamford
Underwood Corporation Bridgeport & Hartford

Offset Printing
Kellogg & Bulkeley A Division of Connecticut
Printers Inc Hartford

Oil Burners
Malleable Iron Fittings Co (domestic) Branford
Miller Company The (domestic) Meriden
Peabody Engineering Corp (Mechanical and/or
Steam Atomizer) Stamford
Silent Glow Oil Burner Corp The
1477 Park St Hartford

Oil Burner Wicks
Raybestos Div of Raybestos-Manhattan Inc The
Bridgeport

Oil Tanks
Norwalk Tank Co The (550 to 30M gals, under-
writers above and under ground) South Norwalk
Whitlock Manufacturing Co The Hartford

Optical Cores & Ingots
Plume & Atwood Mfg Co The Thomaston

Outlets—Electric
General Electric Company Bridgeport

Ovens—Electric
Bauer & Company Hartford

Package Sealers
Better Packages Inc Shelton

Packaging
Local Industries Inc (merchandising displays
and packaging in wood) Lakeville

Packaging Machinery
Colt's Manufacturing Company (box making
machinery. Trade mark "Rite Size") Hartford
Standard-Knapp Division of Emhart Manu-
facturing Co Portland

Packing
Auburn Manufacturing Company The (leather,
rubber, asbestos, fibre) Middletown
Raybestos Div of Raybestos-Manhattan Inc The
(rubber sheet and automotive) Bridgeport

Pads—Office
The Baker Goodyear Company New Haven

Padlocks
Corbin Cabinet Lock Div American Hardware
Corp New Britain
Sargent & Company New Haven
Waterbury Lock & Specialty Co The Milford
Yale & Towne Mfg Co Inc Stamford

Paints
Baer Brothers Stamford

Paints and Enamels
Staminate Corp The New Haven

Panta
Moore Special Tool Co (crush wheel dresser)
Bridgeport

Paperboard
Gair Company Inc Robert Montville
Robertson Paper Box Co Montville
New Haven Pulp and Board Co The
New Haven

Paper Boxes
Atlantic Carton Corp (folding) Norwich
Gair Co Inc Robert (folding) Montville
National Folding Box Co Inc (folding)
New Haven

Paper Clips
H C Cook Co The (steel) 32 Beaver St Ansonia
(Adv.)

New Haven

New Haven

Montville

Montville

Stamford

Stamford

New Haven

Bridgeport

Montville

Montville

New Haven

New Haven

Bristol

Montville

Bridgeport

Wallingford

Stamford

Stamford

Stamford

Stamford

I T ' S M A D E I N C O N N E C T I C U T

Paper Mill Machinery Farrel-Birmingham Company Inc	Ansonia	Plastic-Moulders Colt's Manufacturing Company Conn Plastics General Electric Company Geo S Scott Mfg Co The Waterbury Companies Inc Watertown Mfg Co The	Hartford Waterbury Meriden Wallingford Waterbury Watertown	Printing Machinery Banthin Engineering Co (automatic) Thomas W Hall Company	Bridgeport Stamford
Paper Tubes and Cores Sonoco Products Co (Climax-Lowell)	Div Mystic	Plastics-Moulds & Dies Parker Stamp Works Inc The (for plastics)	Hartford	Printing Rollers Chambers-Storck Company Inc The (engraved)	Norwich
Parallel Tubes Sonoco Products Co (Climax-Lowell Div)	Mystic	Plasticrete Bloc Plasticrete Corp	Hamden	Production Control Equipment United Cinephone Corporation	Torrington
Parkerizing Clairglow Mfg Company	Portland	Plates-Switch General Electric Company	Bridgeport	Production Welding Consolidated Industries	West Cheshire
Parking Meters Rhodes Inc M H	Hartford	Platers American Metal Products Company Inc	Bridgeport	Profilers Pratt & Whitney Div Niles-Bement-Pond Co	West Hartford
Passenger Car Sander Conn Telephone & Electric Corp Great American Industries Inc	Subsidiary of Meriden	Plating Christie Plating Co City Plating Works Patent Button Co The Waterbury Plating Company Chromium Process Company The (Chromium Plating only)	Groton Bridgeport Waterbury Waterbury Derby	Propellers-Aircraft Hamilton Standard Div United Aircraft Corp (propellers and other aircraft equipment)	Windsor Locks
Pattern-Makers Farrel-Birmingham Company Inc	Ansonia	Platers' Equipment Apothecaries Hall Company Conn Metalcraft Inc Lea Manufacturing Co The MacDermid Incorporated	Waterbury New Haven Waterbury Waterbury	Publishers O'Toole & Sons Inc T	Stamford
Penlights Bridgeport Metal Goods Mfg Co	Bridgeport	Plumbers' Brass Goods Bridgeport Brass Co Keeney Mfg Co The (special bends) Scovill Manufacturing Company	Bridgeport Newington Waterbury 48	Pumps Yale & Towne Mfg Co The	Stamford
Pet Furnishings Andrew B Hendrix Co The	New Haven	Plumbing Specialties John M Russell Mfg Co Inc	Naugatuck	Pumps-Small Industrial Eastern Industries Inc	New Haven
Pharmaceutical Specialties Ernst Bischoff Company Inc	Ivoryton	Pole Line Hardware Malleable Iron Fittings Co	Branford	Pump Valves Colt's Manufacturing Company	Hartford
Phosphor Bronze American Brass Company The Miller Company The (sheets, strips, rolls)	Waterbury Meriden	Police Equipment The Smith-Worthington Saddlery Co	Hartford	Punches Hoggson & Pettis Mfg Co The (ticket & cloth) 141 Brewery St	New Haven
Phosphor Bronze Ingots Whipple and Choate Company The	Bridgeport	Polishing Wheels Williamsville Buff Div The Bullard Company	Clark Danielson	Putty Softeners-Electrical Fletcher Terry Co The	Box 415 Forestville
Photographic Equipment Kalart Company Inc	Plainville	Poly Chokes Poly Choke Company The (a shotgun choking device)	Tariffville	Pyrometers Bristol Co The (recording and controlling)	Waterbury
Piano Repairs Pratt Read & Co Inc (keys and action)	Ivoryton	Postage Meters Pitney Bowes Inc	Stamford	Radiation-Baseboard Convectors Hoff Manufacturing Company	Bethany
Piano Supplies Pratt Read & Co (keys and actions, backs, plates)	Ivoryton	Potentiometers-Electronic Bristol Company The	Waterbury	Radiation-Finned Copper Bush Manufacturing Co G & O Manufacturing Company The	West Hartford New Haven
Pile Fabrics Sidney Blumenthal & Co Inc (For furniture, automobiles, railroads, women's wear, toys)	Shelton	Power Presses Fenn Manufacturing Company The	Hartford	Radiators-Engine Cooling G & O Manufacturing Co	New Haven
Pin Up Lamps Verplex Company The	Essex	Powered Metal Products American Sintered Alloys Inc Waterbury Companies Inc	Bethel Waterbury	Rayon Staple Fiber Hartford Rayon Corp The	Rocky Hill
Pipe American Brass Co The (brass and copper)	Waterbury	Prefabricated Buildings City Lumber of Bridgeport Inc The	Bridgeport	Reamers O K Tool Co Inc The (inserted tooth) 33 Hull St	Shelton
Pipe Fittings Corley Co Inc Malleable Iron Fittings Co	Plainville Branford	Premium Specialties Waterbury Companies Inc	Waterbury	Recorders Bristol Co The (automatic controllers, temperature, pressure, flow, humidity)	Waterbury
Pipe Plugs Holo-Krome Screw Corporation The (counter-sunk)	West Hartford	Preservatives-Wood, Rope, Fabric Darworth Incorporated (Cuprinol and Cellusan)	Simsbury	Reduction Gears Farrel-Birmingham Company Inc Snow-Nabstedt Gear Corp The	Ansonia New Haven
Pipe Plugs-Socketed Holo-Krome Screw Corp The	West Hartford	Press Papers Case Brothers Inc	Manchester	Refractories Howard Company Mullite Refractories Company The	New Haven Shelton
Plastics Naugatuck Chemical Division Rubber Co Sponge Rubber Products Co Inc (expanded cellular)	United States Naugatuck Shelton	Presses Farrel-Birmingham Company Inc (Hydraulic) Henry & Wright Div of Emhart Manufacturing Company	Ansonia Hartford	Refrigeration Bowser Technical Refrigeration Div Bowser Inc (high altitude, low temperature)	Terryville
Plastic Bottles Plax Corporation, subsidiary of Emhart Manufacturing Co	West Hartford	Presses-Molding Standard Machinery Co The (compression and transfer molding, automatic and semi-automatic)	Mystic	Regulators Norwalk Valve Company (for gas and air)	South Norwalk
Plastic Buttons Frank Parizek Manufacturing Co The	West Willington	Presses-Power Waterbury Farrel Foundry & Machine Co The	Waterbury	Remote Control Wiring General Electric Company	Bridgeport
Plastic Gems Colt's Manufacturing Company	Hartford	Pressure Vessels Norwalk Tank Co Inc The (unfired to ASME Code Par U 69-70)	South Norwalk	Resistance Wire C O Jelliff Mfg Co The (nickel chromium, copper nickel, iron chromium, aluminum)	Southport Stamford
Plastic Films and Sheet Plax Corporation, subsidiary of Emhart Manufacturing Co	West Hartford	Printing Case Lockwood & Brainard A Division of Connecticut Printers Inc Finlay Brothers Heminway Corporation The Hunter Press Lehman Brothers Inc Taylor & Greenough Co The T B Simonds Inc A D Steinbach & Sons The Walker-Rackliff Company	Hartford Hartford Waterbury Hartford New Haven Wethersfield Hartford New Haven New Haven	Respirators American Optical Company Safety Division	Putnam
Plastic Rod and Tubing Plax Corporation, subsidiary of Emhart Manufacturing Co	West Hartford			Retainers Hartford Steel Ball Co The (bicycle & automotive)	Hartford
Plastic Materials American Cyanamid Co (Molding Compounds, Adhesives, Laminating Resins)	Wallingford			Riveting Machines Grant Mfg & Machine Co The H P Townsend Manufacturing Co The	Bridgeport The
Plastics Machinery Farrel-Birmingham Company Inc	Ansonia			Rivets L-R Mfg Div of The Ripley Co Raybestos Div of Raybestos-Manhattan Inc The (brake service equipment)	Elmwood Torrington Bridgeport (Advt.)

IT'S MADE IN CONNECTICUT

Rivets		Saws, Band, Metal Cutting		Sheet Metal Products	
Blake & Johnson Co The (brass, copper and non-ferrous)	Waterville	Atlantic Saw Mfg Co	New Haven	American Associates Mfg Corp	Deep River
Clark Brothers Bolt Co	Middale	Scales—Industrial Dial		American Brass Co The (brass and copper)	Waterbury
Connecticut Manufacturing Company The	Waterbury	Kron Company The	Bridgeport	Merriam Mfg Co (security boxes, fitted tool boxes, tackle boxes, displays)	Durham
Plume & Atwood Mfg Co The	Waterbury	Scissors		Plume & Atwood Mfg Co The	Waterbury
Raybestos Div of Raybestos-Manhattan Inc The (brass and aluminum tubular and solid copper)	Bridgeport	Acme Shear Company The	Bridgeport	United Advertising Corp Manufacturing Division (Job and Production Runs)	New Haven
Raybestos Div of Raybestos-Manhattan Inc The (iron)	Bridgeport	Screens		Sheet Metal Stampings	
Rods		Hartford Wire Works Co The (Windows, Doors and Porches)	Hartford	American Brass Company The	Waterbury
American Brass Company The (copper, brass, bronze)	Waterbury	Screw Caps		American Buckle Co The	West Haven
Bristol Brass Corp The (brass and bronze)	Bristol	Weimann Bros Mfg Co The (small for bottles)	Derby	DooVal Tool & Mfg Inc The	Naugatuck
Scovill Manufacturing Company (brass and bronze)	Waterbury 91	Screw Machine Accessories		J H Sessions & Son	Bristol
Roller Skates		Barnaby Manufacturing and Tool Co	Bridgeport	Patent Button Co The	Waterbury
Winchester Repeating Arms Company Division	New Haven	Screw Machines		Plume & Atwood Mfg Co The	Waterbury
Olin Industries Inc	New Haven	H P Townsend Mfg Company The	Elmwood	Shipment Sealers	
Rolling Mills and Equipment		Screw Machine Products		Better Packages Inc	Shelton
Farrel-Birmingham Company Inc	Ansonia	Apex Tool Co Inc The	Bridgeport	Showcase Lighting Equipment	
Waterbury Farrel Foundry & Machine Co The	Waterbury	Blake & Johnson Co The	Waterville	Wiremold Company The	Hartford
Rolls		Centerless Grinding Co Inc The (Heat treated and ground type only)	Bridgeport	Signals	
Farrel-Birmingham Company Inc (Chilled and Alloy Iron, Steel)	Ansonia	19 Staples Street	Bridgeport	H C Cook Co The (for card files)	Ansonia
Rope Wire		Connecticut Manufacturing Company The	Waterbury	32 Beaver St	
American Steel & Wire Div of U S Steel	New Haven	Consolidated Industries	West Cheshire	Signs	
Rubber Chemicals		Eastern Machine Screw Corp The	New Haven	Berger Sign Co (neon electric-porcelain enamel-stainless steel)	Hartford
Naugatuck Chemical Division United States	Naugatuck	Truman & Barclay Sls	Winsted	Silk Screening on Metal	
Rubber Co	Naugatuck	Fairchild Screw Products Inc	Hartford	Merriam Mfg Co (Displays and Specialties, to order)	Durham
Stamford Rubber Supply Co The ("Factice")	Stamford	Franklin Screw Machine Co The (up to 1 1/4" capacity)	New Haven	Sizing and Finishing Compounds	
Vulcanized Vegetable Oils)	Stamford	Greist Mfg Co The (Up to 1 1/2" capacity)	New Haven	American Cyanamid Company	Waterbury
Rubber-Cellular		Humason Mfg Co The	Forestville	Slide Fasteners	
Sponge Rubber Products Co Inc	Shelton	Lowie Mfg Co The	Wethersfield	G E Prentice Mfg Co The	Kensington
Rubberized Fabrics		National Automatic Products Company The	Berlin	North & Judd Manufacturing Co	New Britain
Duro-Gloss Rubber Co The	New Haven	Nelson's Screw Machine Products	Plantville	Patent Button Co The	Waterbury
Rubber Footwear		New Britain Machine Company The	New Britain	Silings	
Goodyear Rubber Co The	Middletown	Olson Brothers Company (up to 3/4" capacity)	Plainville	American Steel & Wire Div of U S Steel	New Haven
Rubber Gloves		Olson & Sons R P	Southington	Smoke Stacks	
Seamless Rubber Company The	New Haven	Peck Spring Co The	Plainville	Bigelow Company The (steel)	New Haven
Rubber—Handmade Specialties		Plume & Atwood Mfg Co The	Waterbury	Norwalk Tank Co The	South Norwalk
Seamless Rubber Company The	New Haven	Scovill Manufacturing Company	Waterbury 91	Soap	
Rubber Latex Compounds and Dispersions		Wallace Metal Products Co Inc	New Haven	J B Williams Co The (industrial soaps, toilet soaps, shaving soaps)	Glastonbury
Naugatuck Chemical Division United States	Naugatuck	Waterbury Machine Tools & Products Co (Brown & Sharpe and Davenport)	Waterbury	Special Machinery	
Rubber Co (coating, impregnating and adhesive compounds)	Naugatuck	Screw Machine Tools		Farrel-Birmingham Company Inc	Ansonia
Rubber Mill Machinery		American Cam Company Inc (Circular Form Tools)	Hartford	H P Townsend Mfg Company The	Elmwood
Farrel-Birmingham Company Inc	Ansonia	Pratt & Whitney Div Niles-Bement-Pond Co (Reamers, Taps, Dies, Blades and Knurls)	West Hartford	Lundberg Engineering Company	Hartford
Rubber—Molded Specialties		Summa Tool Co (precision circular form tools)	Waterbury	National Sherardizing & Machine Co (mandrels and stock shells for rubber industry)	Hartford
Canfield Co The H O	Bridgeport	Screws		Swan Tool & Machine Co The	Hartford
Seamless Rubber Company The	New Haven	American Screw Company	Willimantic	Special Parts	
Rubber Products—Mechanical		Atlantic Screw Works (wood)	Hartford	Greist Mfg Co The (small machines, especially precision stampings)	New Haven
Auburn Manufacturing Company The (washers, gaskets, molded parts)	Middletown	Blake & Johnson Co The (machine and wood)	Waterville	J H Sessions & Son	Bristol
Canfield Co The H O	Bridgeport	Bristol Company The (socket set and socket cap screws)	Waterbury	Special Industrial Locking Devices	
Seamless Rubber Company The	New Haven	Clark Brothers Bolt Co	Middale	Corbin Cabinet Lock Div American Hardware Corp	New Britain
Rubber—Reclaimed		Connecticut Mfg Co The (machine)	Waterbury	Special Tools & Dies	
Naugatuck Chemical Division United States	Naugatuck	Eagle Lock Co The	Terryville	Lundberg Engineering Company	Hartford
Rubber Co	Naugatuck	Holo-Krome Screw Corporation The (socket set and socket cap)	West Hartford	Spinnings	
Rubber Vibration Pads		Scovill Manufacturing Company	Waterbury 91	American Metal Products Company Inc	Bridgeport
MB Manufacturing Company Inc The (and shock absorbing—Isomode)	New Haven	Superior Manufacturing Co The	Winsted	Gray Manufacturing Company The	Hartford
Rubbish Burners		Screws—Sockets		Sponge Rubber	
John P Smith Co The	423-33 Chapel St New Haven	Allen Manufacturing Company The	Hartford	Sponge Rubber Products Co The	Shelton
Saddlery		Bristol Co The	Waterbury	Spray Painting Equipment and Supplies	
The Smith-Worthington Saddlery Co	Hartford	Holo-Krome Screw Corp The	West Hartford	Lea Manufacturing Co The	Waterbury
Safety Clothing		Sealing Tape Machines		Spring Colling Machines	
American Optical Company Safety Division	Putnam	Better Packages Inc	Shelton	Torrington Manufacturing Co The	Torrington
Safety Fuses		Sewing Machines		Spring Units	
Ensign-Bickford Co The (mining & detonating)	Simsbury	Greist Mfg Co The (Sewing Machine attachments)	503 Blake St New Haven	Owen Silent Spring Division American Chain & Cable Company Inc	Bridgeport
Safety Gloves and Mittens		Merrow Machine Co The (Industrial)	Hartford	Spring Washers	
American Optical Company Safety Division	Putnam	Singer Manufacturing Company The (industrial)	Bridgeport	Wallace Barnes Co The Div Associated Spring Corp	Bristol (Advt.)
Safety Goggles		Shaving Soaps			
American Optical Company Safety Division	Putnam	J B Williams Co The	Glastonbury		
Saw Blades—Hack		Shears			
Capewell Mfg Co The	Hartford	Acme Shear Co The (household)	Bridgeport		
Saws—Metal & Wood Cutting Band		Shells			
Capewell Mfg Co The	Hartford	Wolcott Tool and Manufacturing Company Inc	Waterbury		

I T ' S M A D E I N C O N N E C T I C U T

Springs—Coil & Flat		Steel Strapping		Thread	
Bristol Spring Manufacturing Co	Plainville	Stanley Works The	New Britain	American Thread Co The	Willimantic
Foursome Manufacturing Co	Bristol			Belding Heminway Corticelli	Putnam
Humason Mfg Co The	Forestville	Stereotypes		Gardner Hall Jr Co The (cotton sewing)	South Willington
Newcomb Spring Corp The	Bridgeport Division	New Haven Electrotpe Div	Electrographic	Max Pollack & Co Inc	Groton and Willimantic
New England Spring Manufacturing Company	Bridgeport	Corp	New Haven	Wm Johl Manufacturing Co	Mystic
Peck Spring Co The	Unionville	Stop Clocks, Electric		Thread Gages	
Wallace Barnes Co The Div Associated Spring Corp	Plainville	H C Thompson Clock Co The	Bristol	Pratt & Whitney Div	Niles-Bement-Pond Co
	Bristol	Straps, Leather			West Hartford
Springs—Flat		Auburn Manufacturing Company	The (textile, industrial, skate, carriage)	Thread Milling Machines	
Bristol Spring Manufacturing Co	Plainville	Studio Couches		Pratt & Whitney Div	Niles-Bement-Pond Co
Foursome Manufacturing Co	Bristol	Waterbury Mattress Co	Waterbury		West Hartford
Wallace Barnes Co The Div Associated Spring Corp	Bristol	Super Refractories		Thread Rolling Machinery	
New England Spring Manufacturing Company	Unionville	Mullite Refractories Company The	Sbelton	Hartford Special Machinery Co The	Hartford
Springs—Furniture		Surface Metal Raceways & Fittings		Threading Machines	
Owen Silent Spring Division American Chain & Cable Company Inc	Bridgeport	Wiremold Company The	Hartford	Grant Mfg & Machine Co The (double and automatic)	Bridgeport
Springs—Wire		Surgical Dressings		Time Recorders	
Bristol Spring Manufacturing Co	Plainville	Acme Cotton Products Co Inc	East Killingly	Stromberg Time Corp	Thomaston
Colonial Spring Corporation The	Hartford	Seamless Rubber Company The	New Haven	Timers, Interval	
Connecticut Spring Corporation The (compression, extension, torsion)	Hartford	Surgical Rubber Goods		A W Haydon Co The	Waterbury
Foursome Manufacturing Co	Bristol	Seamless Rubber Company The	New Haven	H C Thompson Clock Co The	Bristol
D R Templeman Co (coil and torsion)	Plainville	Switches—Electric		R W Cramer Company Inc The	Centerbrook
J W Bernston Company (coil and torsion)	Plainville	General Electric Company	Bridgeport	Rhodes Inc M H	Hartford
Newcomb Spring Corp The	Bridgeport Division	Swaging Machinery		Timing Devices	
New England Spring Mfg Co	Bridgeport	Hartford Special Machinery Co The	Hartford	A W Haydon Co The	Waterbury
Wallace Barnes Co The Div Associated Spring Corp	Bristol	Switchboards		R W Cramer Company Inc The	Centerbrook
Springs, Wire & Flat		Plainville Electrical Products Company	Plainville	Lux Clock Manufacturing Company	Waterbury
Autoyre Company The	Oakville	Switchboards Wire and Cables		Rhodes Inc M H	Hartford
Stamped Metal Products		Rockbestos Products Corp (asbestos insulated)	New Haven	Seth Thomas Clocks	Thomaston
American Brass Company The	Waterbury	Synchronous Motors		United States Time Corporation The	Waterbury
Waterbury Companies Inc	Waterbury	R W Cramer Company Inc The	Centerbrook	Timing Devices & Time Switches	
Stamps		Synthetic Resins		A W Haydon Co The	Waterbury
Hoggson & Pettis Mfg Co The (steel)	New Haven	American Cyanamid Co (Textile Resins, Paper Resins)	Waterbury	Lux Clock Manufacturing Company	Waterbury
141 Brewery St	New Haven	Tanks		M H Rhodes Inc	Hartford
Parker Stamp Works Inc The (steel)	Hartford	Bigelow Company The (steel)	New Haven	Tinning	
Stampings		Norwalk Tank Co The	South Norwalk	Thinsheet Metals Co The (non-ferrous metals in rolls)	Waterbury
American Associates Mfg Corp	Deep River	Storts Welding Company (steel and alloy)	Meriden	Wilcox Crittenden & Co Inc	Middletown
American Metal Products Company Inc	Bridgeport	Tape		Tools	
Donahue Mfg Co Inc	Watertown	Russell Mfg Co The	Middletown	Hoggson & Pettis Mfg Co The (rubber workers)	New Haven
DooVal Tool & Mfg Inc The	Watertown	Tape Recorders		O K Tool Co Inc The (inserted tooth metal cutting)	33 Hull St Shelton
Foursome Manufacturing Co	Bristol	Conn Telephone & Electric Corp	Subsidiary of Great American Industries Inc	Tool Chests	
Plume & Atwood Mfg Co The (small)	Waterbury	Great American Industries Inc	Meriden	Vanderman Manufacturing Co The	Willimantic
Stampings—Small		Tape Recorder Magazines		Tools & Dies	
Acme Shear Co The	Bridgeport	Conn Telephone & Electric Corp	Subsidiary of Great American Industries Inc	Moore Special Tool Co	Bridgeport
American Metal Products Company Inc	Bridgeport	Great American Industries Inc	Meriden	Swan Tool & Machine Co The	Hartford
Bristol Spring Manufacturing Co	Plainville	Tap Extractors		Tools, Dies & Fixtures	
Greist Manufacturing Co The	New Haven	Walton Company The	West Hartford	Greist Mfg Co The	New Haven
Master Engineering Company	West Cheshire	Taps		Tools, Hand & Mechanical	
Rogers Corporation (Fibre Cellulose Paper)	Manchester	Pratt & Whitney Div	Niles-Bement-Pond Co	Bridgeport Hardware Mfg Corp The (screw drivers, nail pullers, box tools, wrenches, auto tools, forgings & specialties)	Bridgeport
Wallace Barnes Co The Div Associated Spring Corp	Bristol	Tarred Lines		Tools—Pipe Fitters' Hand	
Stationary Specialties		Brownell & Co Inc	Moodus	Capewell Mfg Co The	Hartford
American Brass Company The	Waterbury	Telemetering Instruments		Toys	
Steel		Bristol Co The	Waterbury	A C Gilbert Company	New Haven
Stanley Works The (hot and cold rolled strip)	New Britain	Telephone Answering & Recording Machines		Geo S Scott Mfg Co The	Wallingford
Steel Castings		Conn Telephone & Electric Corp	Subsidiary of Great American Industries Inc	Gong Bell Co The	East Hampton
Farrel-Birmingham Company Inc	Ansonia	Great American Industries Inc	Meriden	N N Hill Brass Co The	East Hampton
Hartford Electric Steel Co The (carbon and alloy steel)	540 Flatbush Ave Hartford	Testers—Insulation Wire & Cable		Waterbury Companies Inc	Waterbury
Malleable Iron Fittings Co	Branford	Davis Electric Company	Wallingford	Tramways	
Nutmeg Crucible Steel Co	Branford	Testers—Non-Destructive		American Steel & Wire Div of U S Steel	New Haven
Steel—Cold Rolled Spring		Sperry Products Inc	Danbury	Transformers	
Wallace Barnes Co The Div Associated Spring Corp	Bristol	Textile Machinery		Berkshire Transformer Corp The	New Milford
Steel—Cold Rolled Stainless		Marrow Machine Co The	Hartford	Trucks—Commercial	
Wallingford Steel Company	Wallingford	2814 Laurel St	Hartford	Metropolitan Body Company (International Harvester truck chassis and "Metro" bodies)	Bridgeport
Steel—Cold Rolled Strip and Sheets		Textile Mill Supplies		Trucks—Industrial	
American Steel & Wire Div of U S Steel	New Haven	Ernst Bischoff Company Inc	Ivoryton	George P Clark Co	Windsor Locks
Detroit Steel Corporation	New Haven	Textile Processors		Trucks—Lift	
Wallingford Steel Company	Wallingford	American Dyeing Corporation (rayon, acetate)	Rockville	Excelsior Hardware Co The	Stamford
Steel Goods		Aspinook Corp The (cotton)	Jewett City	George P Clark Co	Windsor Locks
Merriam Mfg Co (sheets products to order)	Durham	Thermometers		Trucks—Skid Platforms	
Steel Rolling Rules		Bristol Co The (recording and automatic control)	Waterbury	Excelsior Hardware Co The (lift)	Stamford
Waterbury Lock & Specialty Co The	Milford	Manning Maxwell & Moore Inc	Stratford	Tube Bending	
		Thermomats		Donahue Mfg Co Inc	Watertown
		Bridgeport Thermostat Company Inc (automatic)	Bridgeport	Tube Clips	
		Thin Gauge Metals		H C Cook Co The (for collapsible tubes)	Ansonia
		Plume & Atwood Mfg Co The	Thomaston	32 Beaver St	Derby
		Thinsheet Metals Co The (plain or tinned in rolls)	Waterbury	Weimann Bros Mfg Co The (for collapsible tubes)	Derby
				Tube Fittings	
				Scovill Mfg Co ("Uniflare")	Waterbury
				Tubers	
				Standard Machinery Co The (tubers for both rubber and plastic industries)	Mystic (Adv.)

IT'S MADE IN CONNECTICUT

Tubes—Collapsible Metal
Sheffield Tube Corp The New London

Tubing
American Brass Co The (brass and copper) Waterbury
Bridgeport Brass Company (brass and copper) Bridgeport
G & O Manufacturing Co (finned) New Haven
Scoville Manufacturing Company (Brass and Copper) Waterbury 91

Tubing—Flexible Metallic
American Brass Co Metal Hose Branch Waterbury

Tubing—Heat Exchanger
American Brass Company The Waterbury
Scoville Manufacturing Company Waterbury 91

Tumbling Equipment & Supplies
Tumbling Sales & Service Company Greenwich

Tumbling Service
Tumbling Sales & Service Company, Esbec
Tumbling Division Meriden

Typewriters
Royal Typewriter Co Inc Hartford
Underwood Corporation Hartford

Typewriters—Portable
Underwood Corporation Hartford

Typewriter Ribbons and Supplies
Underwood Corporation

Underclearer Rolls
Hartford and Bridgeport
Sonoco Products Co (Climax-Lowell Div) Mystic

Upholstering Fabrics—Woolen & Worsted
Broad Brook Company (automobile, airplane, railroad) Broad Brook

Vacuum Bottles and Containers
American Thermos Bottle Co Norwich

Vacuum Cleaners
Electrolux Corporation Old Greenwich
Spencer Turbine Co The Hartford

Valves
Norwalk Valve Company (sensitive check valves) South Norwalk

Valve Discs
Colt's Manufacturing Company Hartford

Valves—Automobile Tire
Bridgeport Brass Company Bridgeport

Valves—Radiator Air
Bridgeport Brass Company Bridgeport

Valves—Relief & Control
Beaton & Cadwell Mfg Co New Britain

Valves—Safety & Relief
Manning Maxwell & Moore Inc Stratford

Vanity Boxes
Bridgeport Metal Goods Mfg Co Bridgeport

Varnishes
Baer Brothers Stamford
Staminite Corp The New Haven

Velvets
American Velvet Co (owned and operated by A Wimpheimer & Bro Inc) Stonington
Leiss Velvet Mfg Co Inc The Willimantic
Velvet Textile Corporation The (Velveteen) West Haven

Venetian Blinds
Findell Manufacturing Company Manchester
Jennings Company The S Barry New Haven
New England Shade & Blind Co Inc Durham

Ventilating Systems
Colonial Blower Company Plainville

Vertical Shapers
Pratt & Whitney Div Niles-Bement-Pond Co West Hartford

Vibration Isolation Mountings
MB Manufacturing Company Inc The (for truck engines, aircraft, engine mountings, special machinery) New Haven

Vibration Testing Equipment
MB Manufacturing Company Inc The New Haven

Vibrators—Pneumatic
New Haven Vibrator Company (industrial) New Haven

Vises
Charles Parker Co The Meriden
Fenn Manufacturing Company The (Quick-Action Vises) Hartford
Vanderman Manufacturing Co The (Combination Bench Pipe) Willimantic

Washers
American Felt Co (felt) Glenville
Auburn Manufacturing Company The (all materials) Middletown
Blake & Johnson The (brass, copper & non-ferrous) Waterville

Washers (Continued)
Clark Brothers Bolt Co Milldale
Plume & Atwood Mfg Co The (brass & copper) Waterbury

Raybestos Div of Raybestos-Manhattan Inc (the clutch washers) Bridgeport

J H Rosenbeck Inc Torrington

Saling Manufacturing Company (made to order) Unionville

Sessions Foundry Co The (cast iron) Bristol

Washers—Felt
Chas W House & Sons Inc (Mills & Cutting Plant) Unionville

Washing Machines—Electric
General Electric Company Bridgeport

Watches
E Ingraham Co The Bristol
United States Time Corporation The Waterbury

Water Heaters
Whitlock Manufacturing Co The (instantaneous & storage) Hartford

Water Heaters—Electric
Bauer & Company Inc Hartford

Water Heaters—Gas or Kerosene
Holyoke Heater Corp of Conn Inc Hartford

Waterproof Dressings for Leather
Viscol Company The Stamford

Waxes—Floor
Fuller Brush Co The Hartford

Wedges
Saling Manufacturing Company (hammer & axe) Unionville

Welding
Farrel-Birmingham Company Inc Ansonia
G E Wheeler Company (Fabrication of Steel & Non-Ferrous Metals) New Haven

Industrial Welding Company (Equipment Manufacturers—Steel Fabricators) Hartford

Porupine Company The Bridgeport

Welding—Lead
Storts Welding Company (tanks and fabrication) Meriden

Welding Rods
American Brass Company The Waterbury
Bristol Brass Co The (brass & bronze) Bristol

Wheels—Industrial
George P Clark Co Windsor Locks

Wicks
Auburn Manufacturing Company The (felt, asbestos) Middletown
Holyoke Heater Corp of Conn Inc Hartford

Raybestos Div of Raybestos-Manhattan Inc (the oil burner wicks) Bridgeport

Russell Mfg Co The Middletown

Window & Door Guards
Hartford Wire Works Co The Hartford
Smith Co The John P New Haven

Window Shades
New England Shade & Blind Co Inc Durham

Wiping Cloths
Federal Textile Corporation New Haven

Wire
American Brass Company The Waterbury
American Steel & Wire Div of U S Steel New Haven

Atlantic Wire Co The (steel) Branford

Bartlett Hair Spring Wire Co The (hair spring) North Haven

Bridgeport Brass Company (brass and silicon bronze) Bridgeport

Bristol Brass Corp The (brass & bronze) Bristol

Driscoll Wire Co The (steel) Shelton

Hudson Wire Co Winsted Div (insulated & enameled magnet) Winsted

Platt Bros & Co The (zinc wire) Waterbury
P O Box 1030

Plume & Atwood Mfg Co The (brass, bronze, nickel silver) Thomaston

Scoville Manufacturing Company (Brass, Bronze and Nickel Silver) Waterbury 91

Wire and Cable
General Electric Company (for residential, commercial and industrial applications) Bridgeport

Wire Arches & Trellises
Hartford Wire Works Co The Hartford
John P Smith Co The 423-33 Chapel St New Haven

Wire Baskets
Rolock Inc (Industrial—for acid, heat, degreasing) Fairfield

Wiretex Mfg Co Inc (Industrial, for acid, heat, treating and degreasing) Bridgeport

Wire Cable
Bevin-Wilcox Line Co The (braided) East Hampton

Wire Cloth
Hartford Wire Works Co The Hartford
C O Jelliff Mfg Co The (all metal, all meshes) Southport

Pequot Wire Cloth Co Inc Norwalk

Rolock Incorporated Fairfield

Smith Co The John P New Haven

Wire Drawing Dies
Waterbury Wire Die Co The Waterbury

Wire Dipping Baskets
Hartford Wire Works Co The Hartford
John P Smith Co The 423-33 Chapel St New Haven

Wire Formings
Autoyre Co The Oakville
G E Prentice Mfg Co The Kensington

Master Engineering Company West Cheahire

North & Judd Manufacturing Co New Britain

Verplex Company The Essex

Wire Forms
Bristol Spring Manufacturing Co Plainville
Colonial Spring Corporation The Hartford
Connecticut Spring Corporation The Hartford

Foursome Manufacturing Co Bristol

Humason Mfg Co The Forestville

New England Spring Mfg Co Unionville

Templeman Co D R Plainville

Wallace Barnes Co The Div Associated Spring Corp Bristol

Wire Goods
American Buckle Co The (overall trimmings) West Haven

Patent Button Co The Waterbury

Scoville Manufacturing Company (To Order) Waterbury 91

Wire Partitions
Hartford Wire Works Co The Hartford
John P Smith Co The 423-33 Chapel St New Haven

Wire Products
Clairglow Mfg Company Portland
Plume & Atwood Mfg Co The (to order) Waterbury

Wire Reels
A H Nilson Mach Co The Bridgeport

Wire Rings
American Buckle Co The (pan handles and tinners' trimmings) West Haven

Templeman Co D R Plainville

Wire Rope and Strand
American Steel & Wire Div of U S Steel New Haven

Wire Shapes
Bridgeport Chain & Mfg Co Bridgeport

Wire—Specialties
Andrew B Hendryx Co The New Haven

Wires and Cable
Rockbestos Products Corporation (all asbestos, mining, shipboard and appliance applications) New Haven

Wooden Boxes
Wallingford Planing Mill Co Inc Yalesville

Wood Handles
Salisbury Cutlery Handle Co The (for cutlery & small tools) Salisbury

Wood Scrapers
Fletcher-Terry Co The Forestville

Woodwork
C H Dresser & Sons Inc (Mfg all kinds of woodwork) Hartford

Hartford Builders Finish Co Hartford

Woodworking
Contemporary Classics Inc (fine cabinet work and furniture) Stamford

Local Industries Inc Lakeville

Woven Awning Stripes
Falls Company The Norwich

Woven Felts—Wool
Chas W House & Sons Inc (Mills & Cutting Plant) Unionville

Yarns
Hartford Spinning Incorporated (Woolen, knitting and weaving yarns) Unionville

Aldon Spinning Mills Corporation The (fine-woolen and specialty) Talcottville

Ensign-Bickford Co The (jute carpet) Simsbury

Zinc
Platt Bros & Co The (ribbon, strip and wire) P O Box 1030 Waterbury

Zinc Castings
Newton-New Haven Co Inc 688 Third Ave West Haven (Advt.)

A New Industry is Born

(Continued from page 9)

the projector so that they may once again see films of the family.

The highlights of the new technique are as follows: For each type of gear, a separate strip of 16 mm movie film is programmed to be used as the control element. From arithmetical data computed on a calculator, three horizontal rows of transparent rectangular spots are punched on the film, each row representing one basic motion of the machine. One row of spots controls the tool rotation, each spot in the center row brings the cutter head toward the work 0.00025 inch, and the third row takes the cutter through an angle of one hundredth of a tooth of the cutter. The film is projected onto three photo-electric cells. When a spot is picked up by a photo-electric cell, the impulse starts one of the three servo motors that control the gear shaper. One finished gear is cut in approximately 15 minutes, after which the film must be rewound, the finished workpiece removed and a new one placed on the fixture.

Corrections in the film are easily made by editing and splicing. This is simple compared to filing a correction onto a master gear. Under the new technique, the changing of set-ups from one type or size of gear to another can be accomplished in a few minutes. Once the set up is made, the possibility of error is practically nil.

When the need for non-circular gears exceeded Dr. Cunningham's capacity in the garage, he, with a group of production specialists, formed Cunningham Industries, Inc., to produce master gears, experimental gears, and a moderate quantity of production gears. Associated with him are Louis Silbert, Vice President, formerly controller of The Kalart Company, nationally known Connecticut manufacturers of photographic equipment, John Messtey, formerly engineer with Sonntag Scientific Corporation and Ernest V. Larsen, in charge of production. The new corporation is now housed in a new and modern building at 194 Richmond Hill Avenue, Stamford, Conn.

Dr. Cunningham will provide design data and consult with manufacturers and governmental agencies on their gear problems. He is presently writing a booklet, "Uses of Non-Circular Gears," which is available without charge upon request.

Non-circular gears are particularly advantageous where it is desired to have the driving shaft move at a constant rate of speed while the driven shaft moves faster or slower at a changing rate. Among the instruments to which such gearing is already being applied, are military range finders.

Industry is just beginning to hear about Dr. Cunningham's method and already many major companies have contacted him in connection with their interest in his machine and process. His new technique points the way to universal automation of many standard machine tools.

When Dr. Cunningham was asked what was his most difficult problem during the development of the new equipment, he replied, "Accommodating the neighborhood children who would continually walk into the garage and demand full explanations as to what was going on."

STATEMENT OF THE OWNERSHIP, MANAGEMENT, CIRCULATION, ETC., REQUIRED BY THE ACT OF CONGRESS OF AUGUST 24, 1912, OF CONNECTICUT INDUSTRY, published monthly at Hartford, Conn., October 1, 1953.

STATE OF CONNECTICUT
COUNTY OF HARTFORD

Before me, a Commissioner of the Superior Court, in and for the State and County aforesaid, personally appeared L. M. Bingham, who, having been duly sworn according to law, deposes and says that he is the Editor of the CONNECTICUT INDUSTRY and that the following is, to the best of his knowledge and belief, a true statement of the ownership, management, etc., of the aforesaid publication, for the date shown in the above caption, required by the Act of August 24, 1912, embodied in Section 411, Postal Laws and Regulations, printed on the reverse of this form to wit:

1. That the names and addresses of the publisher, editor, managing editor, and business managers are:

Editor L. M. BINGHAM
Publisher MANUFACTURERS' ASSOC. OF CONN.
Managing Editor N. W. FORD

2. That the owner is the Manufacturers' Association of Connecticut, a non-profit corporation.

3. That the known bondholders, mortgagees, and other security holders owning or holding 1 per cent or more of total amount of bonds, mortgages, or other securities are: None.

4. That the two paragraphs next above, giving the names of the owners, stockholders, and security holders, if any, contain not only the list of stockholders and security holders as they appear upon the books of the company but also, in cases where the stockholder or security holder appears upon the books of the company as trustee or in any other fiduciary relation, the name of the person or corporation for whom such trustee is acting, is given; also that the said two paragraphs contain statements embracing affiant's full knowledge and belief as to the circumstances and conditions under which stockholders and security holders who do not appear upon the books of the company as trustees, hold stock and securities in a capacity other than that of bona fide owners, and this affiant has no reason to believe that any other person, association or corporation has any interest direct or indirect in the said stock, bonds, and other securities than as so stated by him.

L. M. BINGHAM,
Editor.

Sworn to and subscribed before me this 1st day of October, 1953.

FREDRICK H. WATERHOUSE,
Commissioner of Superior Court.

Advertising Index

Aetna Life Affiliated Companies	50
Allen, Russell & Allen	46
American Appraisal Co.	45
American Associates Mfg. Co.	46
American Microfilming Co.	57
Auburn Manufacturing Co.	44
Ballard Oil Co., Inc.	Outside Back Cover
Barney's	38
Bischoff Co., The Ernst	34
Chase Brass & Copper Co.	31
Clark Bros. Bolt Co.	60
Colonial Blower Co.	40
Connecticut Advertising Services	64
Connecticut Printers, Inc.	3
Connecticut Utility Companies	54
Corrigan, Inc., J. C.	62
Detroit Steel Corp.	47
Dictaphone Corporation	37
Dolge Co., C. B.	38
Dowd, Wylie & Olson, Inc.	2
Electrolux Corporation	61
Federal Textile Corporation	38
Fritzell Foundry & Machine Co.	44
Gair Co., Inc., Robert	39
Graphic Arts Co., Inc., The	32
Gray Mfg. Co., The	33
Hall Company, Inc., Thomas W.	31
Hartford National Bank & Trust Co.	52
Hartford Special Machinery Co., The	31
Holm-Hansen, O.	48
Howard Co., The	46
Jones & Company, Inc., T. A. D.	4
Kasden & Sons, Inc., H.	Inside Front Cover
Liberty Mutual Insurance Co.	28
Love, Ralph H.	35
Manufacturers Assoc. of Conn., Inc.	2
Maier & Co., Ward	59
Malone, Moore Associates	51
Mills, Inc., H. J.	46
Morrissey & Cheney	55
Muchemore Associates, S. E.	31
Nickson Tool Sales Co.	49
Nutmeg Crucible Steel Co., The	46
Outdoor Oven Fireplace Co., The	36
Plocar Company, John J.	48
PW-1552	55
Robertson Paper Box Co., Inc.	29
Scovill Manufacturing Co.	53
Seymour Manufacturing Co.	
Inside Back Cover	
Sherman Transfer Co., Roger	38
Slater System, Inc.	41
Souther Engineering Co., The Henry	31
Southern New England Telephone Co.	2
Sponge Rubber Products Co.	58
Swan Tool & Machine Co., The	46
Taylor & Greenough Co., The	34
Torrington Company, The	43
Torrington Manufacturing, The	32
Tyler Equipment Corp.	42
Vreeland, K. M.	30
Winship, Richard S.	31
Wittstein, Jack	45
Wiremold Co., The	32

SEYMOUR

NICKEL SILVER AND PHOSPHOR BRONZE

TECHNICAL DATA

A NEW HANDBOOK FOR YOU!

As a designer seeking the best metal for each job, you will want Seymour's new handbook of technical information on two alloys of proved and increasing importance: Nickel Silver and Phosphor Bronze.

It has general descriptions of the alloys, their uses, properties, bending, annealing, etc. — plus charts and tables on specific grades and tempers. Just coming off the press! Write for your copy today. There is no obligation.

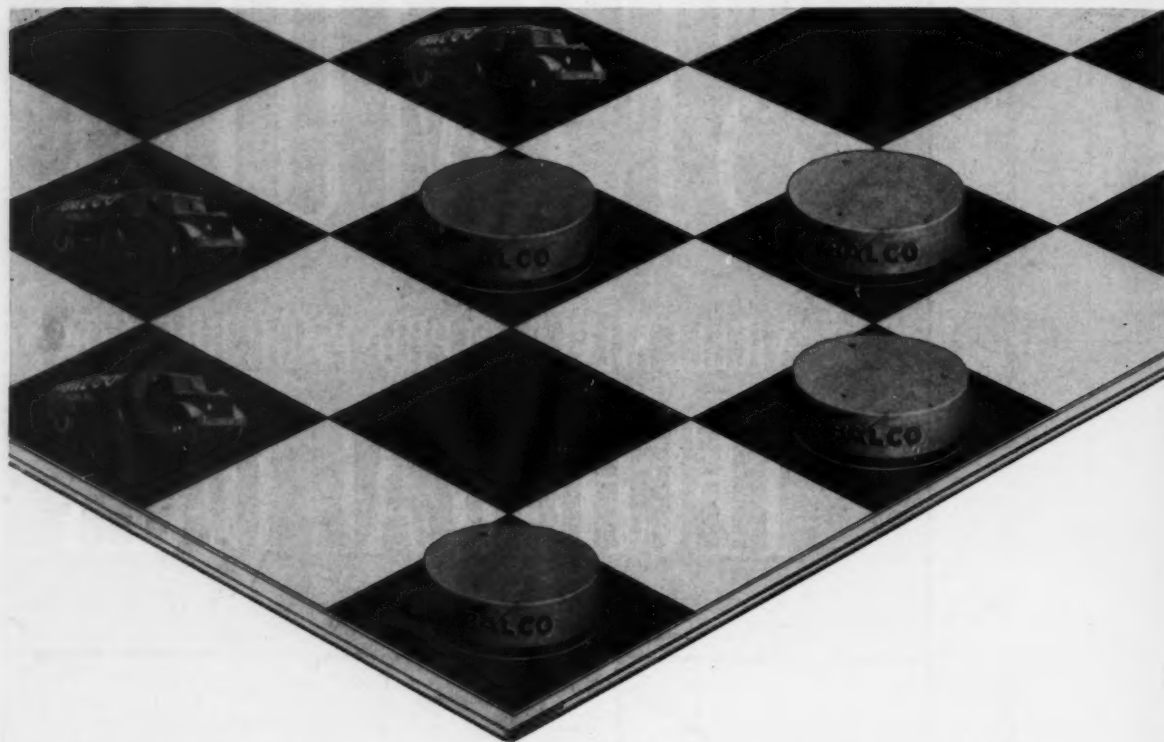


THE SEYMOUR MANUFACTURING COMPANY

SEYMOUR, CONNECTICUT

Handmade Alloys Since 1878

GET THE JUMP ON HEATING PROBLEMS...



with reliable Balco Bunker "C"

- It's a wise move to join the ever-increasing number of manufacturers who have solved their heating problems with clean, convenient Balco Bunker "C". This modern, low cost fuel has been proven efficient—and economical—by daily use in industrial heating installations throughout Connecticut.
 - Back of Ballard's reputation for dependability are giant storage tanks in two great terminals and an all-weather delivery fleet. There are no shortages, no delays for Balco Bunker "C" is yours when you want it, where you want it—regardless of weather or distance.
- TROUBLED BY A DIFFICULT OR UNUSUAL HEATING APPLICATION?
- Call on Ballard's heating engineers for prompt, expert advice with no obligation, of course. Contact Balco at Box 1078, Hartford or phone Hartford 9-3341.

The BALLARD OIL Co.

HARTFORD,

CONNECTICUT



